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Georgia Department of Corrections

1986 ANNUAL REPORT

GEORGIA DEPARTMENT OF CORRECTIONS
Floyd Veterans Memorial Building
Room 756 - East Tower
Atlanta, Georgia 30334

David C. Evans
Commissioner

The Honorable Joe Frank Harris
Governor of Georgia
and
The Georgia General Assembly
State Capitol
Atlanta, Georgia 30334

Dear Governor Harris and Members of the General Assembly:

I am pleased to submit the Annual Report for the Department of Corrections for 1986. This has been an eventful year for the Department and this report is an attempt to reflect some of the accomplishments.

We are particularly proud of the national and international recognition the State of Georgia has received in our system of innovative alternatives to incarceration. This recognition has led to numerous visits by legislators, educators, corrections officials, and film producers from other states and foreign countries.

Without your support, encouragement, and assistance none of this would have been possible. I commit to you that the employees of this Department will strive to continue to keep the Georgia Department of Corrections in the forefront.

Sincerely,

David C. Evans
Commissioner

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DAVID C. EVANS
Commissioner

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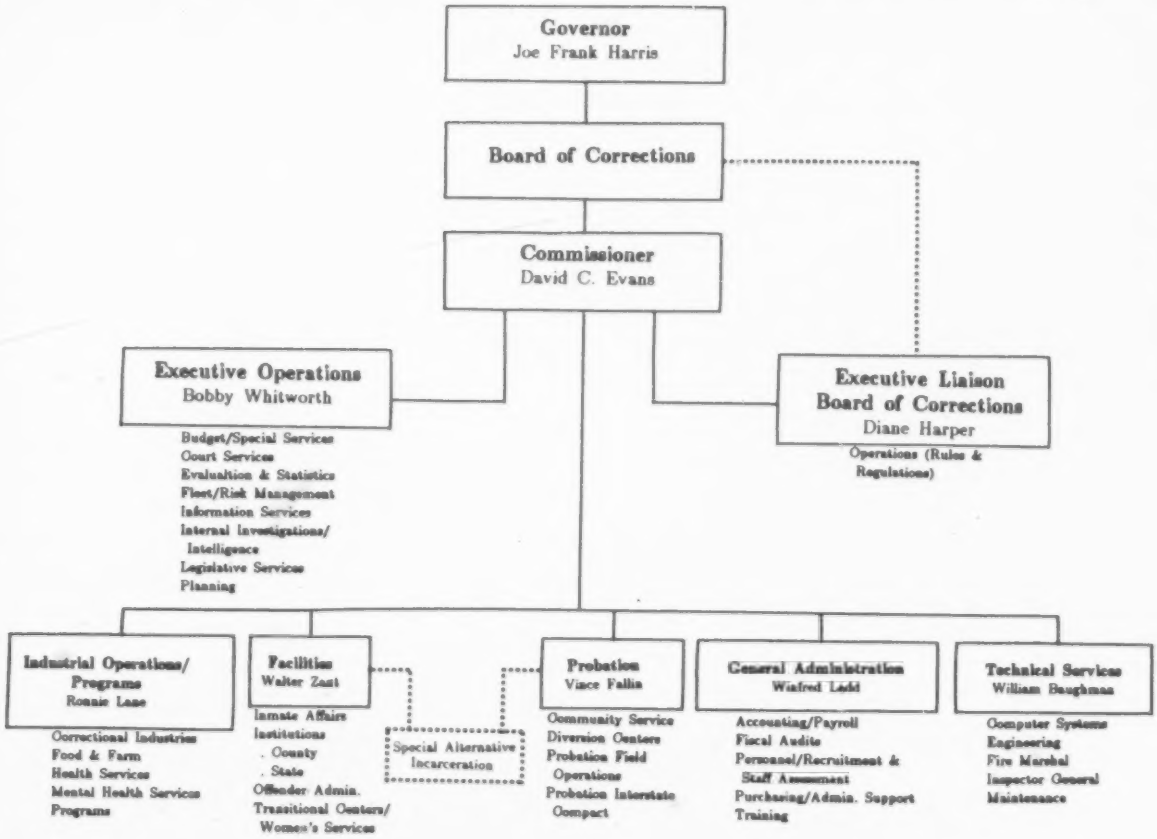
Georgia Department of Corrections

Organization

The primary mission of the Georgia Department of Corrections is to provide maximum protection to the community, staff and inmates. This is done by carrying out the sentences imposed by the courts while providing work and program activities to offenders, which improve their chances of succeeding as law-abiding citizens after release.

The agency and its programs are administered under the direction of the commissioner. Six major divisions are headed by deputy commissioners charged with carrying out the policies and programs of the agency in their specific area.



Georgia Department of Corrections

Board of Corrections

The Georgia Board of Corrections is composed of 15 members, one from each congressional district in the state and five additional members from the state at large. Members are appointed by the governor initially to five-year staggered terms. By law the board establishes general policy for the department and is charged with the appointment of the commissioner.

As of July 1, 1985 the members of the Board of Corrections were Ms. Bettye O. Hutchings, chairman, Macon; Mr. Charles D. Hudson, vice-chairman, LaGrange; Mr. H. Lyle Jones, secretary, LaFayette; Mr. Charles L. Gordon, Savannah; Mr. James E. Autry, Jr., Camilla; Mr. Victor B. Davis, Conyers; Mr. James Caswell, Jr., Atlanta; Ms. Claudia T. Mertl, Jonesboro; Mr. William R. Lance, Jr., Gainesville; Mr. Jerry F. Nicholson, Athens; Mr. T. Joseph Campbell, Calhoun; Mr. John A. Dana, Sandersville; Mr. G. Robert Carter, Valdosta; Mr. James C. Harrison, Atlanta; and Mr. Amon L. Corn, Cumming.

The board actively participates in current issues affecting Georgia's adult corrections and is the ultimate approving authority for departmental rules, regulations and policies. The members

Georgia Board of Corrections – *from left, seated:* James M. Caswell, Jr., H. Lyle Jones, Bettye O. Hutchings, Charles D. Hudson. *Standing:* James E. Autry, Jr., G. Robert Carter, T. Joseph Campbell, James C. Harrison, Amon L. Corn, Jerry F. Nicholson, Claudia T. Mertl, Victor B. Davis, William R. Lance, Jr., John A. Dana. *Not pictured:* Charles L. Gordon.

serve as an invaluable link with the citizens of the state, each with fresh ideas and different perspectives. The board has a strong commitment to becoming more knowledgeable about the criminal justice system as a whole. Many of the board members have joined national associations such as the American Correctional Association and Southern States Correctional Association and attend their meetings regularly. Communication and maintaining and improving relationships with criminal justice agencies are major goals with the board.

This year's standing committees have increased the board's involvement markedly. These committees and their chairmen are: Executive Committee, Bettye O. Hutchings, Charles D. Hudson, H. Lyle Jones and James M. Caswell; Personnel and Community Affairs, William R. Lance, Jr., chairman; Fiscal Operations and Administration, Charles D. Hudson, chairman; Institutional Operations and Transitional Centers, James M. Caswell, chairman; Diversion Programs and Probation, John A. Dana, chairman; and Correctional Industries, H. Lyle Jones, chairman.

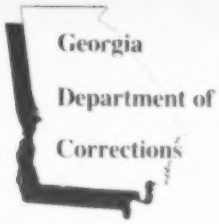
Mr. James E. Barnett, Atlanta, resigned from his at-large post on March 7, 1985. On August 12, 1985 Governor Harris selected Mr. Amon L. Corn of Cumming, to fill this unexpired term.

The Executive Liaison

The executive liaison for the Board of Corrections is organizationally located with the commissioner's administrative office and serves the commissioner as liaison to the board. This position provides all administrative, logistical and daily support for the board, acting as the primary liaison between the board and the department.

Operations

This office assures the board and the commisioner of the implementation of legal and administrative requirements through the assessment of impact and monitoring of laws, the promulgation of rules and procedures, the coordination of emergency procedures and the conduct of administrative research.



Executive Operations

The Office of Executive Operations encompasses those functions which must be responsive to executive direction such as legislation, investigations, planning and evaluation, budget, vehicle management and information.

Legislative Services

The Office of Legislative Services is responsible for developing and monitoring legislation critical to the operation of the department. Close working relationships are maintained with the members of the General Assembly so they are kept advised of issues currently being addressed within the department and the needs that result. An additional purpose of the office is to act as a resource to General Assembly members in responding to their constituents or addressing local correctional needs.

Internal Affairs

The Internal Affairs Section is made up of two components – intelligence and investigation.

The intelligence area collects, analyzes and disseminates intelligence data in order to maintain a current, workable database to assist in the detection of illegal activities within the jurisdiction of the department and in conjunction with various federal, state and local law enforcement agencies.

During FY86 this section gathered information, analyzed the data and passed tactical and trend information on to administrators in the form of sensitive reports and/or bulletins.

Intelligence data was gathered and maintained concerning activities involving escape plans, riots, disruptions, smuggling and trafficking of contraband, organized crime and other violations of state law or departmental rules, and inmates involved in subversive groups or activities were identified.

The investigative area is designed to detect violations of rules and regulations of the department and laws of the state. The investigative area is responsible for conducting both criminal and non–criminal investigations involving inmates, institutions and employees.

During FY86 this unit investigated 329 incidents within the Georgia penal system. These incidents included homicides, group disturbances and disruption, aggravated assaults, sexual offenses, thefts of state property, employee malfeasance, drugs, escapes, other civil litigation and alleged violations of the Guthrie suit.

The Internal Affairs Section conducted 350 criminal history inquiries of Central Office employees, student interns and consultants and fingerprinted new employees.

Evaluation and Statistics

The Office of Evaluation and Statistics provides the department with an in–house capability both to examine objectively its operations and programs and to generate relevant data and analysis for policy–makers and mana–

gers. The office also provides statistical and research information to the executive and legislative branches of state government and to other public and private agencies upon request.

With the assumption of the Statistics Section as part of the office, considerable effort has focused on increasing the responsiveness and level of analysis proffered in statistical work products. During this year the work of the Statistics Section has evolved from simple tabulations of data to analytical papers that provide the user not only with data, but also with interpretations, graphic displays and suggestions for further operational research.

Statistics staff have designed a ten-year trend analysis presenting tabulated and graphic displays of such correctional data as probation caseloads, admissions and releases by crime type, sentence lengths and length of stay. The analysis will be entered into a "storytelling" software package and will be shown to corrections managers and legislators around the state.

Staff responded to several national clearinghouses, providing data to National Prisoner Statistics and to the National Corrections Reporting Program. They also provided information about Georgia offenders to the Georgia Crime Information Center for inclusion in *Georgia Criminal Justice Data*.

During FY86 Evaluation staff have designed and carried out major evaluations in the areas of intensive probation supervision, shock incarceration, transitional centers and inmate classification. These evaluations often have a strong research component, frequently answering questions of national importance in the field of corrections. The intensive probation supervision evaluation, for example, expands our knowledge about the efficiency of an intensive, community-based punishment/treatment model for offenders who would have gone to prison had the program not been operative. A return-to-prison project will analyze return rates for offenders released directly from prison and those leaving through a work release center, with major emphasis on possible success predictor variables.

Other efforts focus on issues primarily of concern to program managers in Georgia. One study has begun by identifying the incidence of mental retardation in Georgia's prison population and will subsequently provide a longitudinal analysis of those offenders during their period of incarceration. Another evaluation compares relative success rates of young offenders going through Georgia's shock incarceration program with those sentenced directly to prison. A series of evaluations of transitional centers, completed this year, will be followed by one designed to assess the orientation phase of transitional center programming.

Evaluators have achieved considerable national recognition for their work this year. *Federal Probation* is scheduled to publish "Turning up the Heat on Probation in Georgia," an article by the staff person who is the principal evaluator of Georgia's Intensive Probation Supervision program. Another staff member will assume the position of chairperson for the Association on Programs for Female Offenders, and several staff have either made presentations to national-level groups or have convened workshops and round-table discussions for such organizations as the American Society of Criminology.

Court Services

The primary mission of the Courts Services Unit is to supervise and coordinate on a statewide basis the identification and collection of information and other resources needed by the Office of the Attorney General for the effective representation of the department's interests in diverse areas of the law.

A second mission is to coordinate the development by agency staff of plans, schedules, budget requests and policies to implement court-ordered decrees, and to advise the commissioner of any problems which need to be resolved in order to meet court requirements or to comply with advice given by the attorney general.

A third and growing function concerns the maintenance of an administrative hearing component within the unit which provides a due-process mechanism for inmates contesting transfer to psychiatric hospitals and for inmates who file administrative grievances generally concerning conditions of their confinement. This function not only attempts to assure that certain rights guaranteed to inmates by the law are properly protected, but that legitimate inmate grievances are resolved without resort to legal action by the inmates.

A fourth function of the unit is providing administrative support in real property acquisitions and construction of correctional facilities. In this capacity, the unit acts as the department's liaison with the attorney general's office and state authorities in obtaining construction and sales contracts, easements, utility licenses, certifications

of title and boundary line surveys. Additionally, this unit provides assistance in the preparation of rental agreements for leased community–based facilities and frequently represents the department in negotiations with landlords.

Special Services

During FY86 the Special Services Unit provided fiscal and monitoring support to approximately 25 local or federally funded projects or programs. Funding sources in FY86 included the Department of Justice, National Institute of Corrections, U.S. Department of Labor, State Department of Education, Levi Strauss Foundation and county governments. Total federal and other funding for FY86 was approximately $990,000.

The Financial Aid to Counties and the Local Jail Improvements programs continued to be fiscally administered by the unit in FY86, generating approximately 55 contractual agreements with county governments to improve county correctional institutions and local jails. State funding appropriated for these programs was approximately $1,500,000.

Risk/Fleet Management

The Risk/Fleet Management Section manages the department fleet, coordinates employee and property insurance programs, processes property loss claims against the department and promotes the department's safety program.

Fleet management includes budgeting, purchasing and surplusing vehicles used by all divisions in the department. Selecting vehicles for each specific job is handled by this section. As of June 30, 1986, there were over 720 vehicles in the department of all sizes and descriptions. More diesel and 4 cylinder–powered vehicles were purchased in FY86 in a continuous effort to select vehicles that are designed for specific tasks and for efficient, longer operation. The Vehicle Operating Manual was updated to include more detailed instructions to improve preventive maintenance and to update operating guidelines. The director became a member of the National Association of Fleet Administrators and future operating guidelines will be based on fleet management guidelines used by major fleets. In FY86 a reconditioning program was coordinated by this section to repair selected vehicles to extend operating life rather than buy new replacements. Large savings were realized with limited funds and the program will be expanded in FY87.

Insurance–related items included updating all property registers on buildings and contents to assure adequate insurance coverage. Vehicles are also insured and high mileage, expensive vehicles are covered by collision insurance. Special insurance policies, vehicle accidents and property damage claims are coordinated by the section with various other state agencies and commercial firms.

This section processes "Over $500" and "Under $500" claims submitted by citizens to the Claims Advisory Board in the office of the Secretary of State. Such claims are for property losses which citizens believe are the fault of agency personnel and are not covered by various insurance programs. In FY86, 188 claims were processed.

The safety program was promoted by issuing safety bulletins on many subjects, by printing messages on check stubs and by articles in the departmental newsletter. Facilities conduct safety committee meetings to discuss accidents and inspections and submit reports to this unit. The use of seatbelts received continuous promotion in FY86 and will be highlighted again in FY87 to encourage more employees to use seatbelts. Removing hazards in the work place and reducing personal injuries also was addressed in FY86. The reduction of vehicle accidents and property damage was also reviewed with emphasis placed on more driver training beginning with "high mileage" drivers.

Budget

This section has responsibility for the development of the agency's annual budget which is derived from their evaluation of a need or a request from all units in the department.

After submission of the request the budget office monitors the progress of the request through its many steps prior to its becoming an appropriations bill. This requires the constant preparation of additional justification documents to support the agency's request.

During the year expenditures are monitored and problems are reported to the proper managers. If adjustments are required, amendments are prepared. (See financial data in appendix.)

Information Services

The Information Services Section serves the information needs of the general public, the news media, other state and national governmental agencies and high school and college criminal justice programs. The office also functions as an intradepartmental communications channel.

The section works to maintain a positive community perception of GDC's mission through:

. News releases
. Speaking engagements
. Replies to written and telephonic requests for information
. Coordination of media visits to institutions
. Special Events
. Coordination of major news conferences
. Publications and graphics
. Special surveys and research
. Community Services
. 24-hour availability
. Media productions

Planning

During the past year the Planning Section was moved to the Executive Operations Division. This new organizational structure reemphasizes the section's responsibility to provide planning assistance to all areas of the agency rather than to any one division. However, the functions of the section remain essentially unchanged. The section assists departmental managers in identifying and prioritizing major issues and helps to develop ideas and strategies that address these matters. The changing and growing populations in institutions and on probation and the increasing public concern and awareness of correctional matters coupled with demands for harsher punishment for certain crimes have made it vital that there be careful planning for the most effective and efficient use of agency resources.

The Planning Section's projects can take several forms. Among them are projects dealing with problems that require an immediate response, short-term projects, technical assistance projects and long-range projects.

Immediate response projects may require several days or weeks of intense effort to assist the commissioner's office or other agency managers in meeting the needs of the governor or the legislature. These may include urgent requests for information and often demand that existing plans be implemented very quickly or that new proposals be developed.

Short-term projects may last several weeks or even months with a focus on providing a final product or finished document addressing a particular area of concern for the agency. Development of architectural space programs for the Atlanta Advancement Center or for a new prison in Chattooga are examples of these projects.

Technical assistance projects usually involve processes or procedures developed in the section for use by other areas or divisions. For example, the Planning Section developed a computerized format for managing security staff deployment, then transferred the materials to the Division of Facilities and trained staff in that division to maintain this database.

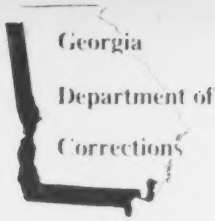
Long-range projects are part of "Georgia Corrections 2000," a strategic planning project that will provide a "road map" for the agency's development during the next 14 years and as we move into the next century.

Planning Section projects may be focused within the commissioner's office or may involve interdivisional or interdepartmental action. Immediate response projects are usually assigned by the commissioner and may involve staff from various parts of the agency. Other projects may result from the management team's priority-setting and have department-wide involvement and impact. The Issues Identification project, for example, was designed to obtain opinions from staff on all levels about what issues were facing the department in the next five to 15 years. Over 150 staff from across the state were interviewed and the resulting report will be used in the long-range project, Corrections 2000.

Planners worked on a number of interdivisional projects during the year. The Mental Health/General Population Counseling project developed strategies for developing a closer working relationship between these important functions within the institutions. The Transitional Services Planning project identified strategies for meeting the readjustment needs of those inmates being released from the state's correctional institutions.

The Planning Section participated in several interagency efforts during the year that involved numerous other state agencies and committees. In working with the Governor's Advisory Committee on Crime and Punishment, the section helped to develop multifaceted strategies for meeting the ever-increasing demands on the state's criminal justice resources. Plans to fund additional bedspace for DUI and habitual violators and a five-year capital outlay plan for all offenders were developed.

During the next year the section anticipates continuing work on the Corrections 2000 project. Planners will assist in the short-term development of plans for new correctional facilities and will work in high priority areas identified by the management team and the commissioner.



Division of Facilities

The Division of Facilities supervises all state and county correctional institutions and transitional centers. The basic mission of the division is to enhance public safety by efficiently assuming and maintaining custody of legally committed inmates until they are legally released.

The operations of the division are guided by the principle that correctional facilities should be operated in a humane, but secure, orderly and disciplined manner. To that end, appropriate provision is made for the health and safety of both the inmate population and the staff assigned to the facilities.

The work ethic is recognized as a basic element of inmate management. Productive use of inmate time is essential to the maintenance of physical and mental health as well as the orderly operation of the correctional system.

Rehabilitative programs are available so that inmates can be trained to perform productive work, taught to live in a disciplined environment and can receive treatment for serious emotional or physical disabilities.

Inmates are also prepared to return to society as law-abiding citizens through programs of supervised gradual reentry into the community.

Organization

The organization of the division is a reflection of the operational philosophy that has been adopted. The division includes state and county correctional institutions and state transitional centers. In addition to confinement these facilities provide a wide range of work, training, and rehabilitative opportunities. There are also two major units that are responsible for inmate classification and placement decisions and for investigating and resolving inmate grievances.

State and County Institutions

There are 24 state and 26 county correctional institutions. One of these institutions is designated for female offenders. The combined capacity of all facilities at year's end was 16,057. In FY 1986 these facilities operated at approximately 104 percent of capacity. There was an average of 834 inmates in county jails waiting to be processed into a diagnostic reception center.

During this year a major area of concentration was the opening of a new facility in Forsyth. Named the A.L. Burruss Correctional Training Center, it will house 300 inmates and will provide inmate work details to support the Georgia Public Safety Training Center. The correctional facility and the training center are co-located on a 500-acre reservation. Designed as a cooperative venture, this complex will provide a comprehensive array of training to law enforcement, corrections and other public safety personnel. The facilities will be mutually supportive, with shared services that will substantially reduce the tax dollars that will be required for the complex.

Another emphasis was the expansion of the Special Alternative Incarceration (SAI) program. Since its inception this program has been the subject of a great deal of attention from the

FY86 ADMISSIONS TO PRISON

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
NEW ADMISSIONS FROM COURT	579	588	500	629	597	543	634	553	670	806	677	630	7,406
PAROLE REVOCATIONS	198	179	129	176	152	123	175	214	161	231	165	167	2,070
PROBATION REVOCATIONS (TOTAL)	2	3	13	9	4	2	9	4	4	14	38	15	117
PROBATION REVOCATIONS (PART)	362	333	305	276	332	307	342	332	388	454	343	287	4,061
SERVING ELSEWHERE	5	6	5	5	3	5	5	1	5	6	4	4	54
TOTAL	1,146	1,109	952	1,095	1,088	980	1,165	1,104	1,228	1,511	1,227	1,103	13,708

FY86 DEPARTURES FROM PRISON

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
SENTENCE EXPIRED	327	342	324	321	294	316	319	272	296	312	264	253	3,640
COMMUTED BY PAROLE BOARD	0	1	0	1	1	0	3	0	1	0	1	2	10
PAROLED	623	561	557	555	677	698	559	627	538	1002	665	556	7,618
DIED IN PRISON	6	2	3	3	0	4	2	4	1	0	4	2	31
AMENDED TO PROBATION	9	9	7	8	4	12	1	5	7	4	5	2	73
NON-CUSTODY	6	5	5	4	4	3	6	1	7	11	3	10	65
PAID FINE AND WAS RELEASED	1	0	0	0	0	0	0	0	0	0	0	0	1
SPECIAL REPRIEVE BY PAROLE BOARD	99	88	68	90	107	120	99	161	100	117	116	128	1,293
SUSPENDED SENTENCE	0	0	0	0	0	0	0	1	0	0	0	0	1
COMMUTED BY THE COURT	7	1	5	0	0	2	3	2	3	5	2	0	30
YOUTHFUL OFFENDER CONDITIONAL RELEASE	0	1	0	1	1	0	0	0	0	0	0	0	3
SUPERVISED REPRIEVE	1	0	0	0	0	0	0	0	0	0	0	0	1
CONDITIONAL TRANSFER	19	24	18	11	21	8	14	24	21	33	34	35	262
REMITTED TO PROBATION BY PAROLE BOARD	1	0	0	1	0	1	0	0	0	1	0	1	5
SENTENCE OVERTURNED WHILE OUT TO COURT	2	0	0	0	0	0	0	0	0	0	0	0	2
TOTAL	1,101	1,034	987	995	1,109	1,164	1,006	1,097	974	1,485	1,094	989	13,035

FY86 ESCAPES/APPREHENSION

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
ESCAPES	10	20	9	7	8	12	7	13	6	10	18	13	133
APPREHENDED SAME MONTH OF ESCAPE	4	12	6	4	2	6	5	7	4	6	8	7	71
TOTAL APPREHENDED (ESCAPED THIS MONTH OR IN A PRIOR MONTH)	11	21	10	12	9	9	15	10	7	12	11	15	142

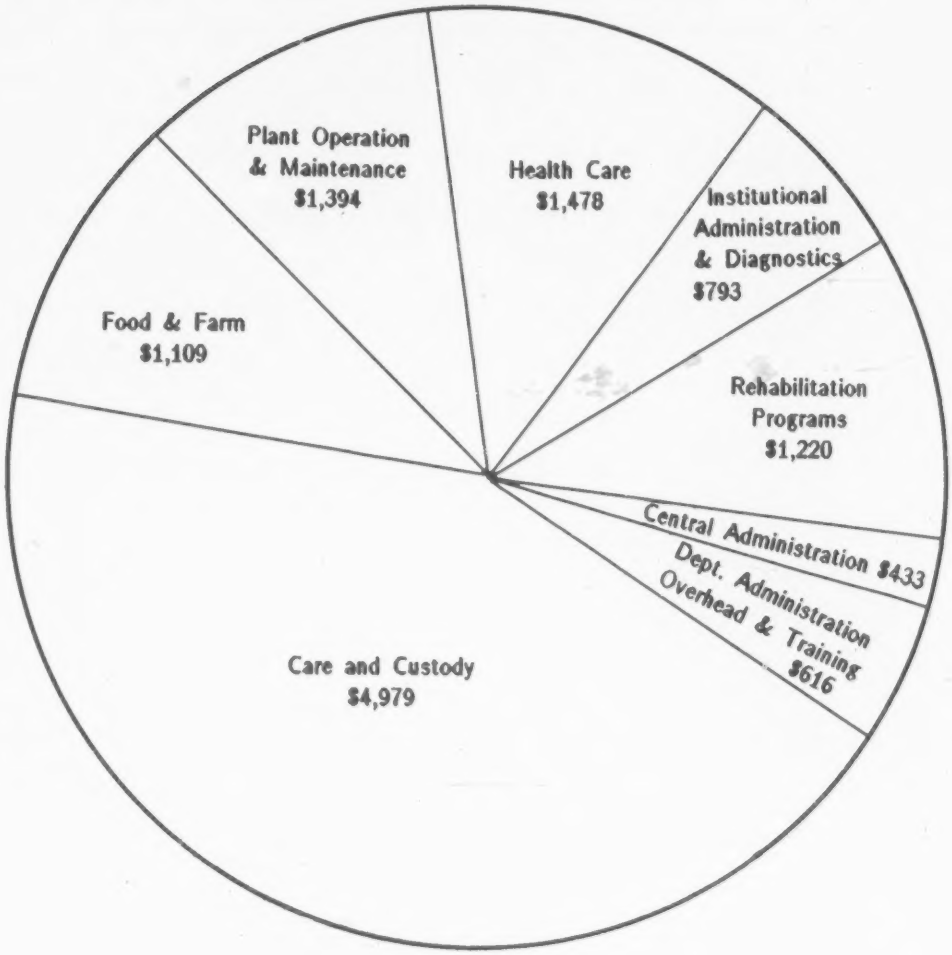
SOURCE: INMATE DATA SYSTEM
EVALUATION & STATISTICS

Number of Inmate Days and Average Daily Cost
FY 1986

Institution	Average Inmate Count	Inmate Days	Total* Expenditures	Total* Cost Per Inmate
Augusta C.M.I.	644	235,060	13,033,692	$ 55.45
Burruss C.T.C.	0	0	591,639	--
Central C.I.	535	195,275	5,510,055	28.17
Coastal C.I.	743	271,195	7,465,515	27.53
Dodge C.I.	548	200,020	5,300,191	26.50
G.D. & C.C.	1,640	598,600	15,072,496	25.18
G.I.I.	1,429	521,585	14,873,069	28.52
G.S.P.	953	347,845	21,495,888	61.80
G.T. & D.C.	263	95,995	2,967,429	30.91
Lee C.I.	635	231,775	6,057,608	26.14
Lowndes C.I.	122	44,530	1,619,892	36.38
Metro C.I.	687	250,755	7,278,427	29.03
M.G.C.I. –				
Y.O.C.I.	870	317,550	10,551,233	33.23
Men's C.I.	608	221,920	6,427,857	28.96
Women's C.I.	647	236,155	7,973,650	33.76
Rivers C.I.	892	325,580	11,129,946	34.18
Montgomery C.I.	425	155,125	3,772,266	24.32
Putnam C.I.	117	42,705	1,434,056	33.70
Rogers C.I.	421	153,665	5,533,360	36.01
Rutledge C.I.	577	210,605	6,400,576	30.39
Stn. Mtn. C.I.	221	80,665	2,301,736	28.53
Walker C.I.	318	116,070	3,082,024	26.55
Ware C.I.	104	37,960	1,450,035	38.20
Wayne C.I.	189	68,985	2,028,615	29.41
Totals & Averages	13,588	4,959,620	$163,356,264	32.94

**Excluding Capital Outlay & A.L.R.*

Actual Programmatic Costs Per Inmate
FY 1986


Plant Operation & Maintenance $1,394
Health Care $1,478
Institutional Administration & Diagnostics $793
Food & Farm $1,109
Rehabilitation Programs $1,220
Central Administration $433
Dept. Administration Overhead & Training $616
Care and Custody $4,979

Daily Costs

Care & Custody/Security Trng.	$ 13.64
Food & Farm	3.04
P.O.M.	3.82
Health Care	4.05
Inst. Adm./Diag.	2.17
Rehab. Programs	3.34
Central Adm.	1.19
Dept. Adm./Overhead	1.69
Total	$ 32.94

Excludes Capital Outlay ($3.92)

national media. The present 100-bed program has been unable to meet the demand for this sentencing alternative. The program, designed to provide 90 days of "shock incarceration," will be expanded by a 100-bed addition at the Burruss facility.

During FY 1986 efforts to expand the bedspace and improve the operations of county correctional institutions were continued. Under the Financial Aid to Counties program seven grant awards totaling $588,000 were made. These awards will support the addition of 90 bed-spaces and provide physical plant improvements in various facilities.

Women's Services

The Georgia Women's Correctional Institution, located in Hardwick, houses 660 inmates. Programs are geared to meet the needs of every class of female offender. Available educational opportunities range from remedial training through college coursework coordinated through Georgia Military College. Vocational training includes clerical, dental, cosmetology, carpentry, drafting, auto repairs and other programs. General and group counseling and various special groups help inmates in self-awareness, values clarification, drug and alcohol problems, parenting problems and other special areas. The recreation staff at GWCI has been very progressive in using drama as effective therapy. The women participate actively in writing, producing and acting. A recent production, "Windows," was presented to the public on numerous occasions. The program was applauded by the public and won national recognition by the National Correctional Recreation Association in 1985.

Project REACH, a program for incarcerated mothers and their children, involves support and parenting education as well as special visitation opportunities. This program was developed in conjunction with staff at UGA's School of Social Work along with assistance from staff at Georgia College.

Transitional Services

Transitional centers are pre-release facilities in the community where men and women may serve the last few months of their sentence prior to release from prison. This structured setting provides counseling and job-related instruction on finding and maintaining employment. The primary goal of the transitional centers is to facilitate the development of individuals' self-discipline and responsibility and to promote skills required for positive re-entry into society. Residents are selected after recommendation by the institution, or as referrals by the Board of Pardons and Parole. They must meet certain eligibility standards and criteria established by the department.

The program combines treatment with work release. Residents acquire knowledge and skills in consumer education, life skills and community responsibility. Drug and alcohol education is required. Residents are assisted in gaining and maintaining employment. They assume the cost of room and board at the center and also assist their families, pay taxes and save money for their releases.

Interaction with the local community is strongly emphasized. The center is a source of employment for local businesses, and in turn, the community provides resources and support to the center. Many local volunteers work in the centers. Residents are encouraged to become involved in community activities.

There are five transitional centers in Georgia, with a capacity of 463. Of these, 192 bedspaces are for women. In FY86, 1,272 offenders went through the transitional center program. They earned $2,051,980, paid $374,045 in taxes and returned $513,151 to the state in room and board payments.

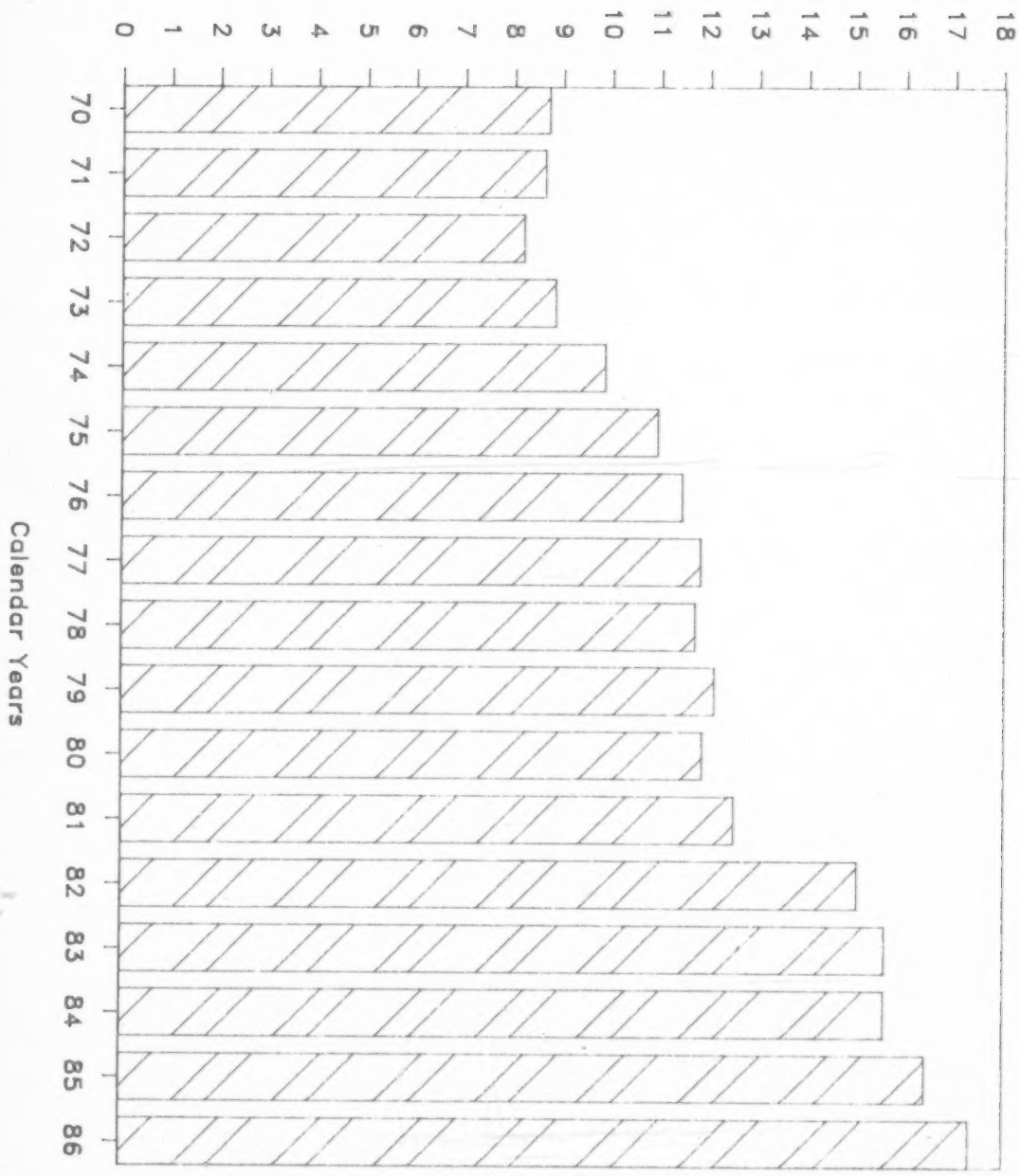
Offender Administration

The Offender Administration Section is responsible for receiving offenders sentenced to be incarcerated, monitoring their movement within the system and assisting their return to the community. The division administers these functions through utilization of statewide classification procedures.

The section is composed of four separate units. The Classification and Assignment Unit is responsible for classification, assignment, reclassification and extradition of escapees of all inmates under departmental custody.

The Reception and Release Unit administers sentence reception from 159 counties to include recomputations due to amended sentences, processing releases, court productions and detainer agreements. The Records Unit establishes and maintains a file of all active inmates as well as those under parole supervision.

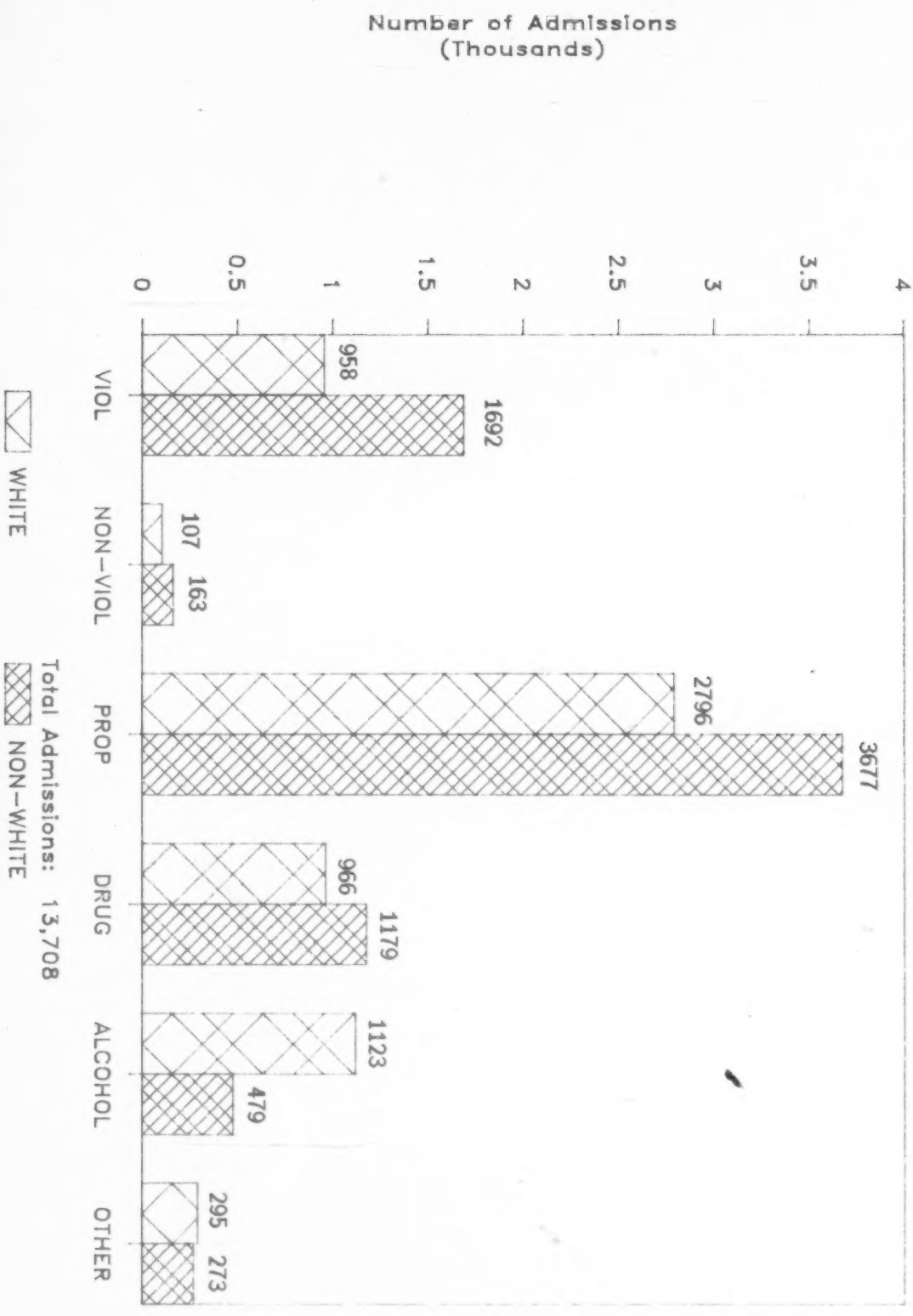
The Data Collection Unit maintains all computerized inmate records. They conduct the



PRISON POPULATION, 1970 – 1986

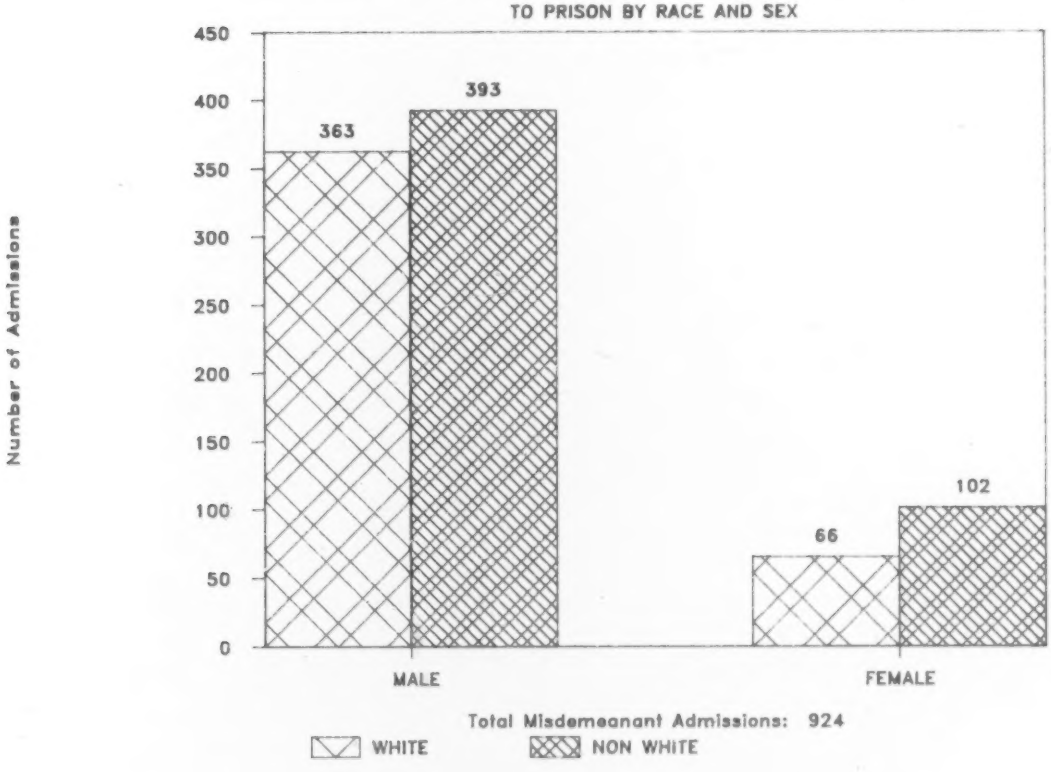
FISCAL YEAR 86 ADMISSIONS TO PRISON

BY TYPE OF CRIME AND RACE



FISCAL YEAR 86 MISDEMEANANT ADMISSIONS

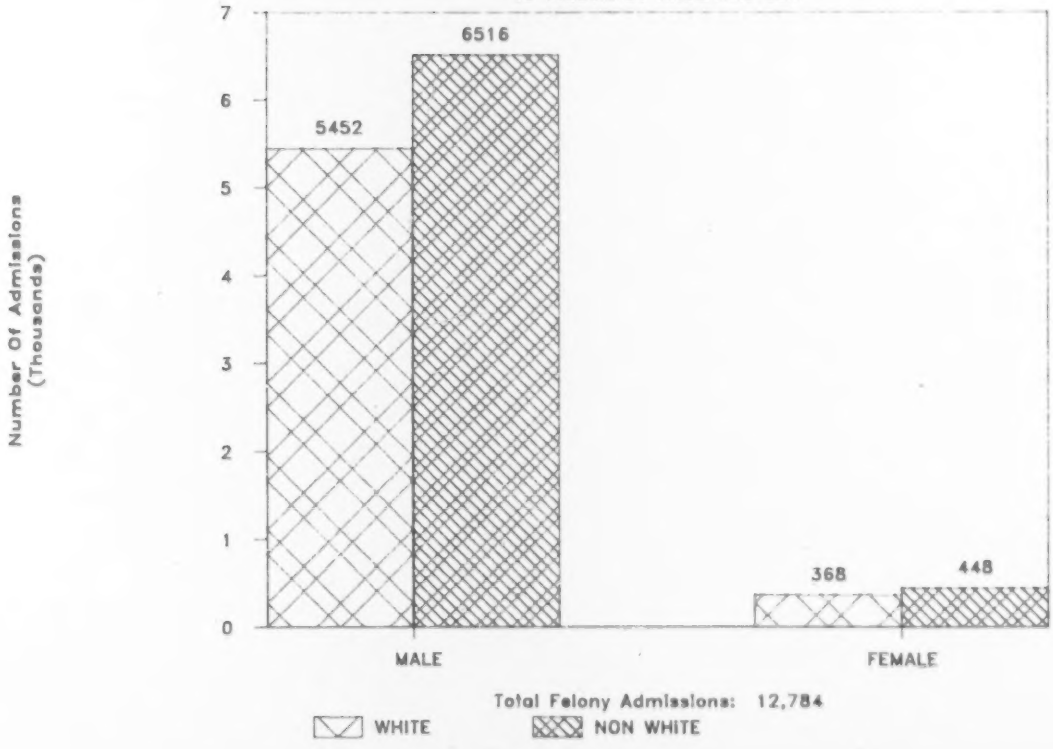
TO PRISON BY RACE AND SEX



Total Misdemeanant Admissions: 924

FISCAL YEAR 86 FELONY ADMISSIONS

TO PRISON BY RACE AND SEX



Total Felony Admissions: 12,784

retrieval of statistical information for various reports used in the overall management of the inmate population.

FY 1986 Inmate Transactions

New Sentences Received	14,422
Releases Processed	12,789
Jail Subsidies Paid	$337,410
Inmate Files Established	10,974
Inmate Files Closed Out	11,753

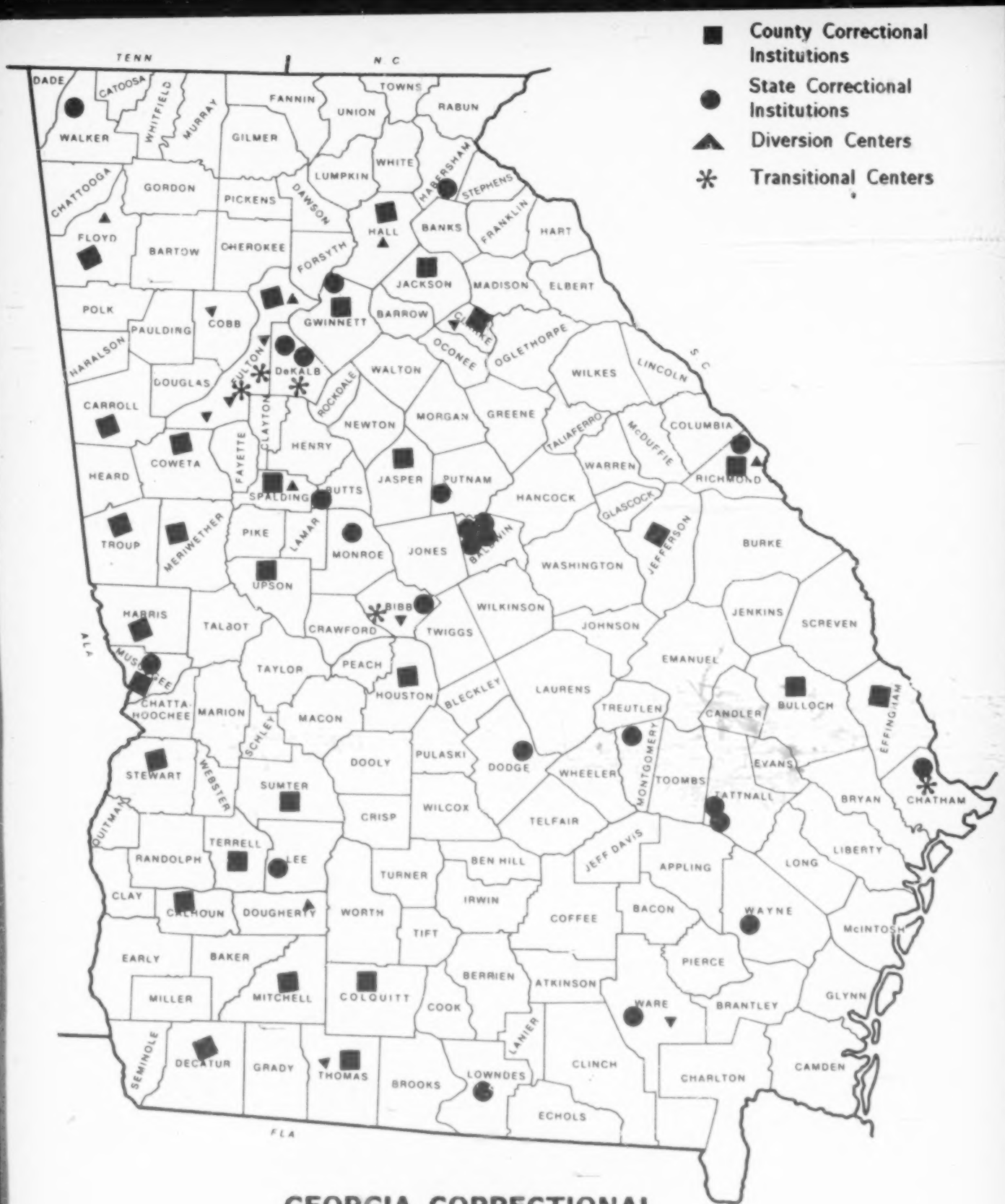
Inmate Affairs

The Inmate Affairs Unit receives all complaints, grievances, disciplinary appeals, claims for lost property and correspondence generated by the inmate population. The unit investigates and assists in the resolution of inmate problems and ensures the availability of formal channels of communications and conflict resolution.

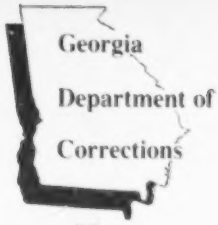
A total of 12,265 separate pieces of correspondence was received by the Inmate Affairs staff in FY 1986. This figure includes inquiries from inmates, families, friends, attorneys, various state and federal officials, and the Governor's Office. The types of correspondence were:

Inmate Grievances	1,457
Inmate Disciplinary Appeals	1,002
Inmate Property Claims	186
Other Correspondence	9,620

An internal audit of the grievance system was conducted during this year. This audit indicated that the majority of grievances are resolved at the institutional level to the satisfaction of the inmate. It also indicated that a large majority are resolved within targeted time limits. This information confirmed that the system is functioning as intended and according to division guidelines.



GEORGIA CORRECTIONAL FACILITIES



General Administration

The General Administration Division provides the basic business and personnel functions of the agency so that the operational divisions can carry out their missions in the service. areas with minimal problems.

The division performs a variety of functions to ensure that the agency does the best possible job of meeting legal requirements in the most efficient manner. At the same time the division must guarantee that the employees are treated as important individuals and that they are provided with the adequate services and training necessary for performing their jobs.

Although federal, state and other regulation requirements are a primary concern of the division, it also has the responsibility of reviewing and initiating new ideas in order to maintain a progressive posture in dealing with strenuous requirements and limited resources.

Accounting and Payroll

The Accounting and Payroll Office keeps records on all expenditures made by departmental budget units; issues checks for funds on deposit; prepares the department's semimonthly payroll; and compiles and submits fiscal reports concerning the monetary resources of the department and the State Board of Pardons and Paroles. It provides necessary documentation to the State Department of Audits as required by law and departmental rules and regulations.

1986 Transactions

Documents Entered Into System	364,518
Total Checks Issued	237,202

Fiscal Audits

The Fiscal Audits Section examines fiscal records of the field units and other areas as required for completeness; adherence to generally accepted accounting procedures; control of funds and property; accuracy of data generated; and adherence to department policy, rules and regulations and laws.

Audits Conducted in FY 1986

Probation Offices	82
Center Facilities	20
Correctional Institutions	33

In the past year the scope of examination was expanded to include the documentation of efforts by probation officers to monitor and collect restitution or fines in probated cases. The closer examination of these probated cases is helping the Probation Division better monitor their collection

efforts. Definite increases in collections are occurring due to these type audits.

With the support of the computer services section, the accounting records for approximately one–half the correctional institution's trust accounts were converted to micro computers.

The section serves to gather information, analyze the fiscal records and pass this information on to managers and administrators in the form of audit reports. These reports, to be used as a tool to improve fiscal operations by managers, require a written response from the unit maintaining such records. The Fiscal Audits Section serves to gather information for and share with the State Department of Audits as requested.

Purchasing, Administration Support, & Care and Custody

During FY 1986 this unit continued to develop policy, perform audits and conduct daily operations in the areas of procurement, property control, administration, telecommunications, mail, duplicating and distribution services. It provided the primary departmental interface with the Georgia Department of Administrative Services. Additionally, it supervised the centralized Care and Custody Cost Center and distribution warehouse. The department made 42,000 purchases that totaled more than $19 million in FY86. Centralized bulk purchased continued to be the major avenue available to conserve procurement dollars. The Care and Custody Unit/Distribution Center initiated planning to expand services at its new storage area in Al Burruss Correctional Training Center and the adjacent distribution center under construction. Upon completion in FY87, Care and Custody will enhance cost effectiveness by bulk purchasing, warehousing and shipping a full range of officer and inmate items, plus provide the department with emergency resupply capability.

Personnel Administration

Personnel administration of state employees is governed by a large body of federal and state laws, State Personnel Board rules and departmental policies and procedures. The department's personnel office serves as both the employee advocate and the management office to assure that this important resource is handled with fairness and efficiency.

The Transactions Unit processes all changes in pay and status such as placing an employee on permanent status after completion of working test, changing pay when an employee has been granted regular merit or special merit increases and handling changes in pay brought about by Merit System reclassifications. This unit also handles the administration of hirings, certifications, transfers, promotions, retirement and death. Approximately 26,000 personnel actions, including certification and register requests were handled in FY86 by this unit.

The Classification Unit handles changes to positions – establishing new positions, updating the duties and pay, if applicable, of current positions, or abolishing them. Most changes require on–site evaluations known as position audits. A total of 458 position audits, informational audits and consultations were conducted during the fiscal year.

The Employee Relations/EEO Unit assures that equal employment opportunity is a reality. This unit is responsible for investigating charges of unjust discrimination based on race, sex or age or other cause.

Employee disciplinary matters are handled by the commissioner's designee for adverse action. If the adverse action is appealed by the employee, the commissioner's designee must conduct an investigation. Each appeal results in an administrative hearing almost equivalent to a trial.

The Recruiting and Applicant Services Unit has focused the attention of the department on the scope and the negative impact of employee turnover. This unit develops recruitment strategies for those jobs which have traditionally been difficult to fill. It also handles our interaction with the certification of peace officers.

The Staff Assessment and Management Development Unit conducts research activities on job performance and job satisfaction and assesses supervisor positions in order to select more qualified supervisors which together with the revitalized supervisory training classes will add to the department's management depth.

The Benefits and Individual Pay Section is a highly active unit. This unit works with all department employees regarding their benefits such as health insurance, group life insurance, savings bonds, deferred compensation, credit union, dental insurance, direct bank deposits and miscellaneous individual insurance plans. This section is also responsible for administering the Fair Labor Standards Act for the department, for

ensuring that all special merit increases meet the guidelines and rules and regulations of the department and the Merit System before these increases are granted and for computing and verifying claims for overtime and hourly pay.

GDC's personnel staff supports the third largest state department in Georgia with over 6500 positions.

The fiscal year ending June 30, 1986 was one that instituted two major developments for state employees; a general class reassignment by one paygrade and the Flexible Benefits Program. The general class reassignment was on a dollar for dollar basis and was given to improve the state's competitive position in the labor market and to provide increased earning potential for employees at the top of their paygrades. The Flexible Benefits Program for state employees allowed employees to decide on the following options included in the plan: Life insurance, accidental death insurance, short–term disability income protection, long–term disability income protection and the State Health Benefit Plan. The Flexible Benefits Program allows a significant tax savings by using pre–tax premiums.

Employee Growth

Fiscal Year	No. Classified Positions	Increase Over Previous Year
FY83	5,355	738
FY84	5,762	407
FY85	6,146	384
FY86	6,569	423

Race and Sex Distribution As of June 30, 1986

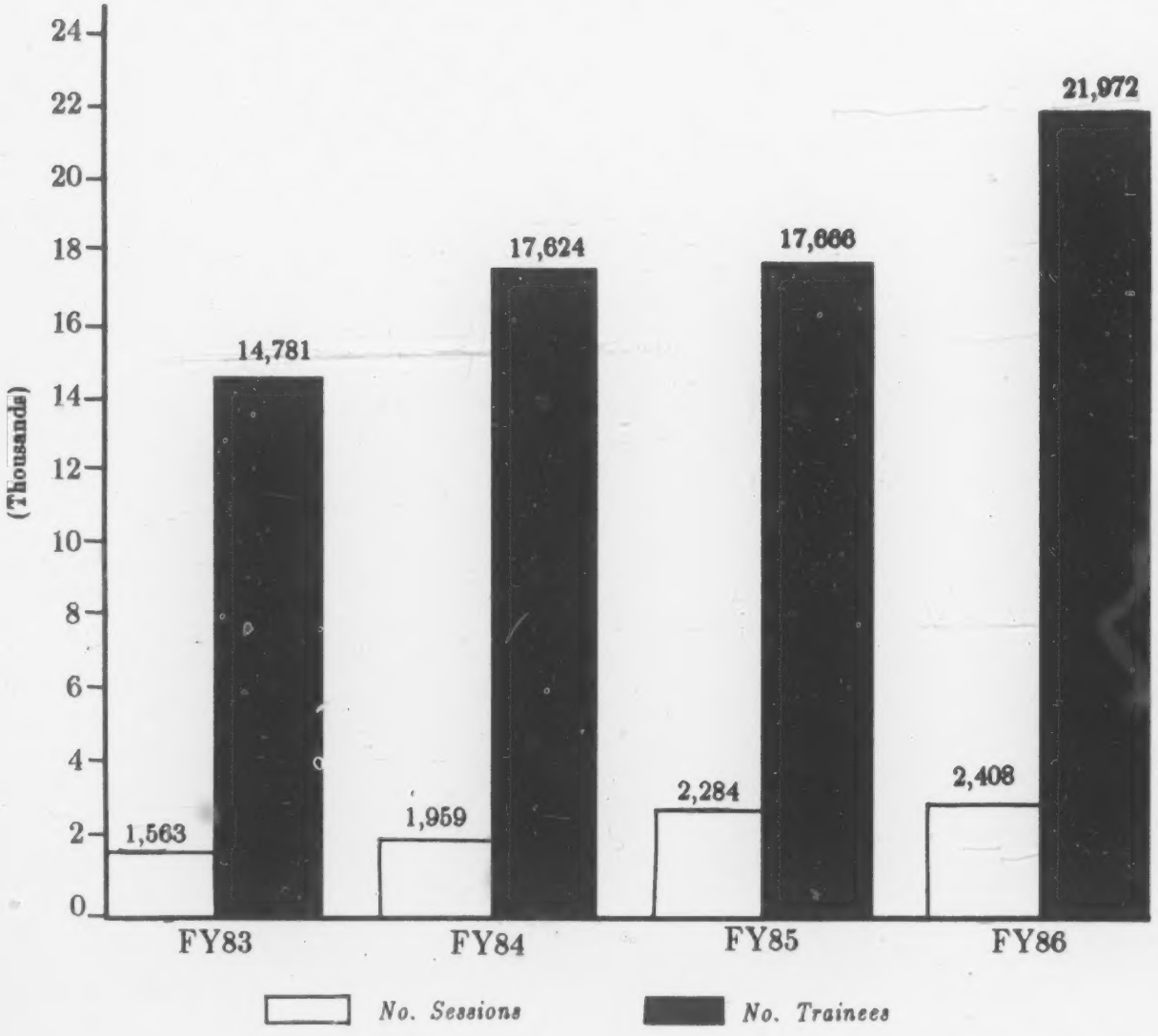
WM	WF	BM	BF	OTHER
3,045	1,344	1,273	562	56
48.5%	21.4%	20.3%	8.9%	.8%

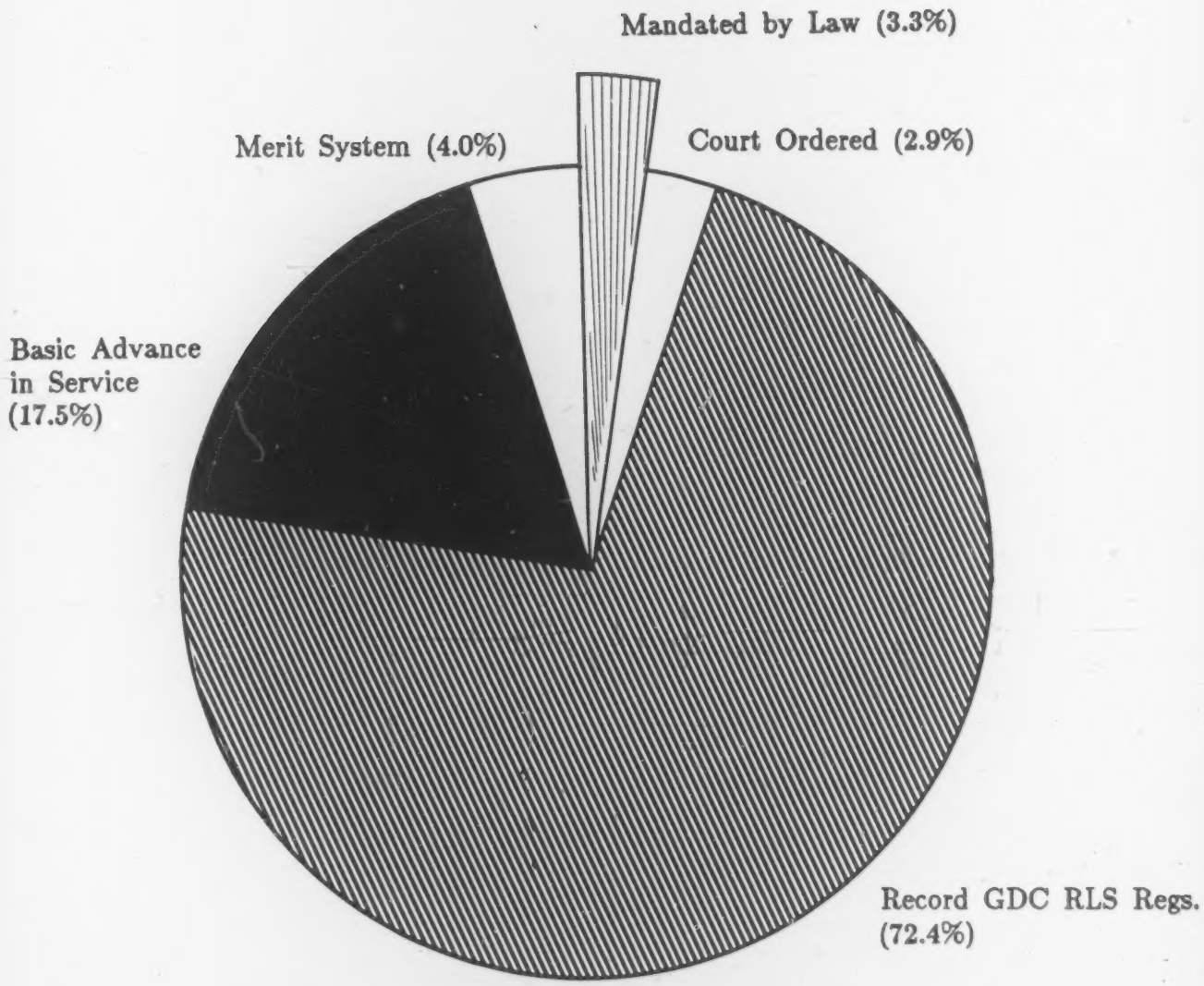
Total Employees 6,280

Staff Training and Development

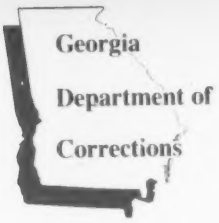
A total of 21,972 trainees attended 2,408 training sessions held by the department this year. This involved a total of 274 instructors; 44 full–time staff instructors, 200 agency employees and 30 specialized employees who are employed by the agency through contracts with outside firms (such as medical employees at various institutions).

Four Year Training Activity Comparison
Fiscal Years 1983 – 1986





Percentage of Trainees Attending Courses in Each Category for FY 1986



Industrial Operations/Programs

Functional realignments created the Industrial Operations/ Programs Division which includes Correctional Industries, Food and Farm Services, Health and Mental Health Services and Rehabilitation Programs.

Food and Farm Services

The function of the Food and Farm Services Section is to meet the following objectives:

> To provide a nutritionally balanced meal meeting all regulatory standards for inmates and residents in the most cost-effective manner.

During fiscal year 1986 there was a total of 12,796,266 meals served by correctional facilities. This is an average of 35,058 meals per day, which does not include approximately 9,000 meals per day prepared by Central State Hospital and served to inmates at the Middle Georgia Complex.

Major Accomplishments

Funding was obtained in the FY86 budget and preliminary efforts have begun for the following capital outlay projects:

- Construct a dining facility at Rutledge CI.
- Construct a new meat plant facility and additional warehouse space in Milledgeville at the Food Distribution Unit.
- Construct a meat processing facility at Georgia Industrial Institute.

Construction was completed on a number of previously funded farm-related projects. The projects, listed below, have already proven advantageous to the overall farm program.

Rogers Correctional Institution
- -Additional lagoon and finishing slab for the swine operation.
- -Two free stall-loafing barns for the dairy.
- -Circular pivot irrigation system for vegetable operation, which has permanent coverage of 216 acres.
- -Irrigation system for present lagoon at the swine project.

Montgomery Correctional Institution
- -Fourth chicken house, which will help ensure egg production to keep pace with the demand.
- -New feed mill which was put into operation supply feed for chickens.

Wayne Correctional Institution
- -Irrigation system for orchard.

Georgia Industrial Institute

–Emergency generator and small building to house generator.

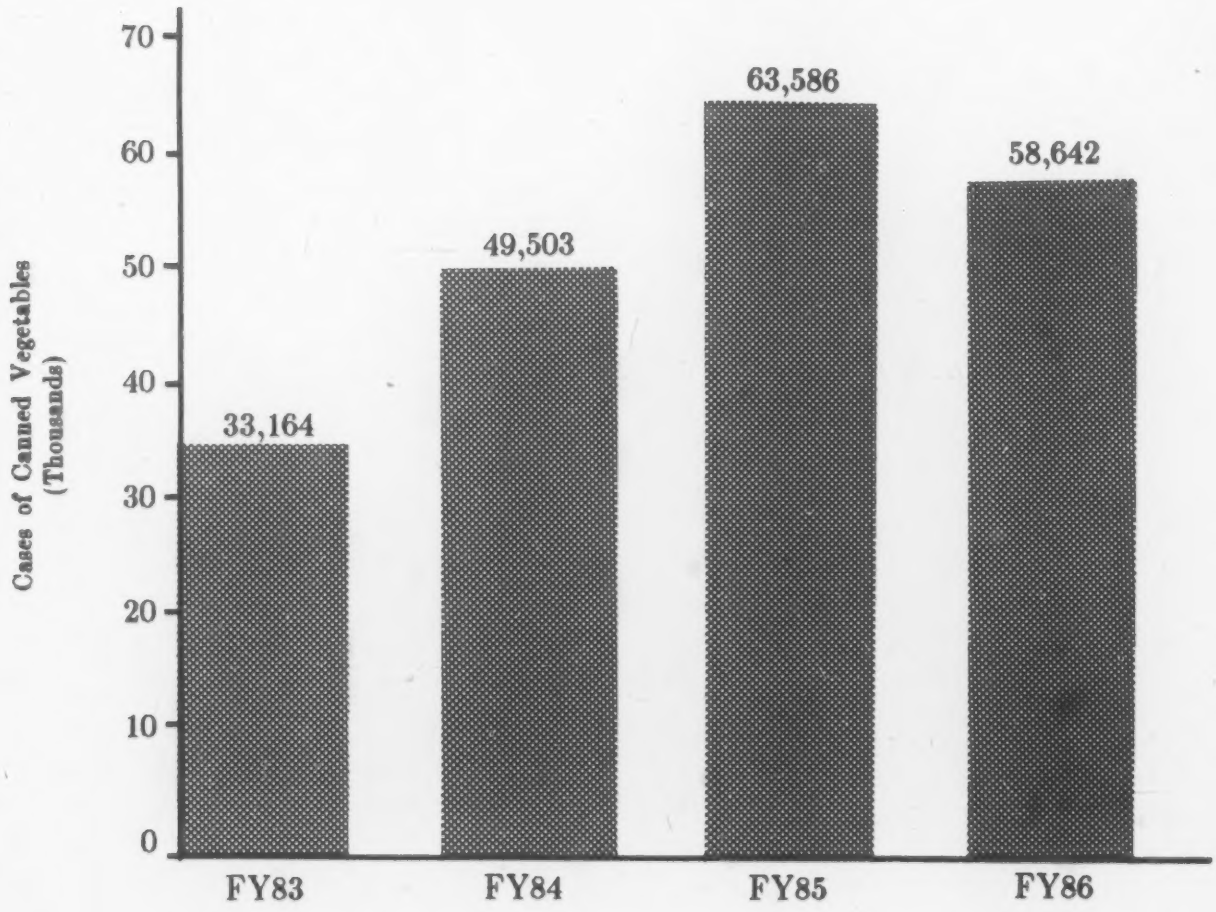
Other additions to the farm program include construction of a hide storage room at Rogers CI and two cattle–working pens for Middle Georgia Correctional Complex.

Approval was secured for the sale of bull dairy calves at Rogers CI this year for the first time and it seems to be working well. These sales, along with a more lucrative sale of hide contract secured this year, show promise of generating increased revenue for the department.

Additional pear trees were planted this spring to expand the fruit orchard at Wayne CI. A pear–coring machine was leased to enable Rogers CI canning plant to effectively process the pears grown.

Despite unseasonable freezes, production in all areas neared or exceeded projections.

Cannery Production
Rogers Correctional Institution



Farm Product Value to Cost Comparison

FY 1986 Community	Units of Production	Total Cost of Product	Unit Cost	Unit Value	Total Value	Cost Ratio
Beef, dressed lbs.	1,180,529	$1,528,068	$1.2944			
Processing Cost		$ 114,937				
Table Ready, lbs.	1,003,632	$1,643,005	$1.6371	$1.8600	$1,866,756	1.14
Savings					223,751	
Pork, dressed lbs.	1,400,155	$1,280,125	$0.8228			
Processing Cost		$ 128,059				1.33
Table Ready, lbs.	1,147,143	$1,280,125	$1.1159	$1.4800	$1,697.772	
Savings					$ 417,647	
Eggs, Poultry	936,471	$ 571,560	$0.6103	$0.7800	$ 730,447	1.28
Savings					$ 158,887	
Milk, gallons	390,704	$ 741,346	$1.8975	$2.1000	$ 820,478	1.11
Savings					$ 79,133	
Vegetables, lbs.	2,946,226	$ 468,123	$0.1589	$0.4026	$1,186,185	
Savings					$ 718,061	
Syrup, gallons	3,840	$ 24,550	Product Discontinued			
Orchard, lbs.	81,370	$ 27,710	$0.3405	$0.5500	$ 44,754	1.62
Savings					$ 17,044	
Melons, lbs.	254,855	$ 25,414	$0.0997	$0.1048		1.05
Savings						
Totals		$4,781,833			$6,373,097	
Total Savings					$1,591,264	

Rehabilitation Programs

The Programs Section was moved from the Executive Operations Division to the Industrial Operations/Programs Division in 1986. This section provides the following statewide services to correctional facilities and transitional centers: chaplaincy, counseling, education, recreation, library services and volunteer services. Each function has its unique areas of responsibility, with the shared and general mission of offering programs which will enhance offenders' skills and interests so that they have a better opportunity for rehabilitation during and after incarceration. The major objective of all rehabilitation programs is to identify the needs of individual inmates which might have contributed to their incarceration. And, through program channels, offer tools which if used could contribute to the individual's ability to adapt, thus decreasing the probability of his/her returning to prison.

Volunteer Services

Since the early 1970s, community volunteers have been a vital part of the department's programming. During the past year 890 private citizens contributed 4,021 hours on a regular weekly or monthly basis to expand and enhance GDC's service/delivery capability. In addition, hundreds of other concerned people offered many more hours for special event programming and one-time services.

Correctional volunteers in Georgia offer both offenders and staff a wide variety of services and expertise ranging from spiritual counseling to exercise classes. Additionally, numerous groups throughout the state provide valuable assistance in areas such as alcohol and drug rehabilitation, therapeutic drama and life skill instruction.

Aside from its direct benefits, the volunteer program offers both offenders and communities an opportunity for mutual understanding and cooperative problem solving.

Counseling Services

Counseling services are provided to offenders in correctional institutions and transitional centers to meet their individual counseling needs while maintaining requirements for case management and supervision. Counselors, in conjunction with other members of the correctional team, secure and provide programs and services which assist inmates in learning new personal, social, career and community skills. The purpose of these activities is to facilitate their adjustment to institutional living and to prepare them for transitional adjustment back to the community and eventual release from incarceration. A primary focus is to place offenders in, and deal with subsequent adjustment problems to, work details, program activities and correctional industry operations.

Basic counseling/guidance and case management services which are offered include intake orientation and assessment; planning for and coordination of services (e.g. work/program placement, medical or mental health referrals, legal aid assistance, etc.); advocacy in the classification, disciplinary and grievance processes; crisis intervention (e.g. self-mutilation, death in the family, child custody, etc.); and preparation for release. According to inmate need and preference, long-term individual counseling, group counseling and self-development programs are made available.

Major efforts in FY86 focused on:

1. Expanding the substance abuse instructional program from five transitional centers to fifteen institutions.

2. Developing policies/procedures to delineate basic counseling services and programs which will be made available in each facility.

3. Identifying the types of responsibilities and functions which should be assigned to each counselor's job class in order to allow for more effective management and service delivery.

4. Providing a range of staff development activities for counselors which related to job functions and offered various levels of skill development through participation in departmental, community and other agency training resources.

5. Implementing **Project Reach** with the Children's Center at the Women's Correctional Institution to assist in reestablishing relationships between incarcerated mothers and their children and in improving parenting skills.

6. Setting up Science of Success groups in approximately 15 institutions to focus on motivating changes in inmate behaviors and attitudes.

7. Establishing a vocational counseling program at the Youthful Offender Correctional Institution to support the pilot project of training inmates for work skills needed with the department.

Library Services

When an inmate wants a couple of good western novels to keep him occupied over a long weekend, an inmate college student needs material for a term paper, or a soon-to-be-released inmate wants information on how to rent an apartment, they turn to the institutional library. Likewise, a staff member who wants to review studies of programs similar to the one he is starting or another staff member who needs information on performance appraisals to use in her job, call the Reference/Resource Center, GDC's staff library. For inmates and staff, Library Services provides information and resources for instruction and self-development. For inmates the library is also an important recreational outlet.

In its second year as a separate program area, Library Services strengthened and expanded its role in the department. Inmates used institutional libraries more than 20,000 times a month in FY86 and checked out almost 30,000 items each month. Through careful purchasing and solicitation of needed donations, institutional library managers added 13,500 books, 87 magazine subscriptions and over 200 audio-visual materials to their library collections. An average of 70 central office and field staff checked out from the R/RC an average of nearly 150 items a month. The staff collection grew to 3,000 books and 48 regular journal subscriptions. In both the institutional and staff libraries, services were developed and materials purchased in direct response to user needs.

Major Accomplishments

– Funding of twelve pilot projects developed by institutional library managers to test new services and resources and collection development techniques.

– Completion of library needs assessments of both staff and inmate needs in all institutional libraries and at Central Office.

– Formation of the Correctional Library Services Section of the Georgia Library Association to bring the needs of prison and jail libraries and librarians to the attention of Georgia's library community.

– Establishment of a monthly collection system on performance measures that allows for the compilation of user and circulation data and reporting back to institutional and central office managers.

– Enhancement of staff services through a regular current awareness service, Dialog database searching capability and access to the Georgia State University library catalog and ACA Net resources.

Education Services

Education Services includes academic and vocational education programs. The academic programs range from the literacy level through General Education Development (GED) Certification and over half of the institutions offer in-house college classes as well. Special Education and Chapter I classes are offered at selected sites.

Fifty-seven vocational programs are operated statewide and include such trades as drafting, welding, dental lab technician, small engine repair, carpentry, upholstery, graphic arts and auto mechanics. Vocational programs emphasize (1) the development of basic occupational competencies required for employment after release and (2) the development of skilled inmate workers for use within institutional operations and Correctional Industries.

Consistent with the established goals for the provision of education services within the state correctional institutions, a literacy initiative focusing on offenders reading below the fifth-grade level will receive top priority during the upcoming year.

FY 1986 Enrollment in Education Programs

Vocational/OJT	3,436
GED Preparation	2,202
Adult Basic Education	3,125
Literacy/Remedial Reading	1,440
Special Education	157
Other Programs	2,547
Total	**12,907**

Chaplaincy

The Chaplaincy program is responsible for meeting the religious needs of inmates. Chaplaincy programming includes inmate worship services, music programs, Bible study classes, religious education and pastoral counseling, as well as other activities to promote the spiritual growth of offenders who seek the services. In addition to providing pastoral services for offenders, chaplains provide assistance for staff and families as appropriate. At any time approximately 35 percent of the inmate population is involved in chaplaincy programs.

Major Accomplishments

– Enlisted additional volunteer chaplains and volunteers assisting the chaplains. A practical clinical pastoral education program continues to function at Metro Correctional Institution.

– Developed a program leading to a diploma in Christian Ministry offered through the Georgia Baptist Extension Department.

– An accredited clinical pastoral training program for GDC staff and interns became completely operational at the Georgia Diagnostic and Classification Center this year.

– During last year we conducted Bill Glass programs in Georgia State Prison, Montgomery CI, Coastal CI, Wayne CI, Ware CI and Rogers CI.

Recreation Services

Participation in the correctional recreational program is a vital part of the total treatment program in addition to contributing to better institutional management. Activity therapists attempt to address problems or needs of inmates assigned to mental health/mental retardation units through the avenue of recreational pursuits. Inmate participation in recreation also offers the inmates an opportunity for relieving stress and anxiety as well as the opportunity for gaining knowledge and skills toward the potentially more constructive utilization of leisure in the free world.

A variety of institutional recreation programs are offered as well as state–level competitions for both inmates and staff. Most correctional institutions offer intramural programs in many sports; other recreational offerings include music, arts and crafts, weightlifting, pool, ping pong, video and table games, movies, etc. State–level inmate competitions are held in football, basketball, softball, track, drama, music and creative writing. Additionally, staff events are held in golf, softball, bowling and fishing.

There were several projects and areas of emphasis in correctional recreation in Georgia that were initiated in the recent past that continue to be addressed in FY86.

1. The activity therapy pilot project at ACMI to establish standards for correctional activity therapy.

2. The development of skills training for personnel working with special populations.

3. Establishment of professional standards to meet the licensing requirements of the Georgia Board of Recreation Examiners (for activity therapists).

4. The further development and refinement of management policies and procedures.

5. Professional participation in both the Georgia Recreation and Park Society and the National Correctional Recreation Association.

The top priority areas for Recreational Services in FY87 are:

–To continue the development of activities therapy in all ten institutions that have MH/MR Units.

–To develop a career ladder for correctional recreation personnel that incorporates recreation supervisors, recreation directors, and all activity therapy positions on a organizational ladder of hierarchy.

Mental Health Services

The mission of the Mental Health Section is to provide necessary mental health care and mental retardation services to offenders who have diagnosable and treatable mental disorders. A team effort involving mental health, medical, program and security staffs is utilized in treating and managing the seriously mentally disordered inmate.

During fiscal year 1986 an average of 762 inmates per month were receiving mental health treatment and other related services, excluding those who were in diagnostic processing. These inmates were located at nine institutions having been referred for treatment from diagnostic processing and other institutions throughout the correctional system. There were 20 inmates transferred to the Department of Human Resources for hospitalization during FY86 and 21 were returned to the Department of Corrections from Central State Hospital. During the year 251 inmates with mental disorders were paroled or discharged with mental health staff coordinating post incarceration treatment referrals.

Among some of the significant accomplishments achieved during FY 1986 were the settlement of the mental health litigation at Coastal CI, the initiation of a project to improve screening of inmates with potential organic mental disorders, Georgia Medical Association accreditation at Metro CI was obtained and an employee assistance program was established for Central Office employees at no additional cost to the department.

Health Services

The mission of the Health Services Section is to coordinate the delivery of health care systemwide in a manner which meets contemporary standards of medical and dental practice in the community.

During FY86 the department continued to move toward the achievement of this objective while continuing efforts to provide the most cost–effective care. A total of 14 institutions have received accreditation according to the Standards of the American Medical Association as applied by the state's accrediting agency – the Medical Association of Georgia. This achievement underscores the department's commitment to provide quality health care throughout the system.

Among the health issues facing Health Services in FY 1986 were the increasing number of chronically ill inmates (e.g. patients with diabetes, mellitus, cardiac conditions, etc.) and the number of inmates identified as having AIDS (Acquired Immune Deficiency Syndrome) and ARC (AIDS–Related Complex). Increased numbers of inmates received services within the system rather than from community sources. These services included same–day surgery, specialist medical consultations and specialist dental consultations. Efforts continued toward the establishment of a hospital at ACMI which will provide for increased primary and secondary inpatient medicine and surgery services within the system.

A significant beginning was made in automation of the health services information system in FY 1986. This process provided for closer monitoring of the services delivered within the system and those purchased from outside sources. In addition to improvements within the Central Office section of the information system, development of the field section of the information system was begun. Computers were placed at MGCI Health Services Administration and at ACMI. Plans were developed to provide for automation of pharmacy services at the larger institutions. Such a system will increase efficiency in dispensing medications and tracking individual medication records and will allow for significant improvement in controlling levels of drug inventories. The system will be piloted in FY 1987.

During FY86 the role of ACMI continued to be crucial to the delivery of health services throughout the system. There were 3,174 visits to specialty clinics held at ACMI. There were 1,206 admissions to the infirmary beds. This occupancy was significant when one considers the fact that many of these inmates would have been occupying outside community beds prior to the opening of ACMI.

In regards to the cost of care, the department spent $20,373,388 during FY86 for inmate health care. This figure translated to a cost per

inmate per year of $1,459. Cost containment efforts included maximizing the utilization of in-house services such as infirmary beds and in-house minor surgery services. Utilization of Central State Hospital continued to operate at a much reduced level.

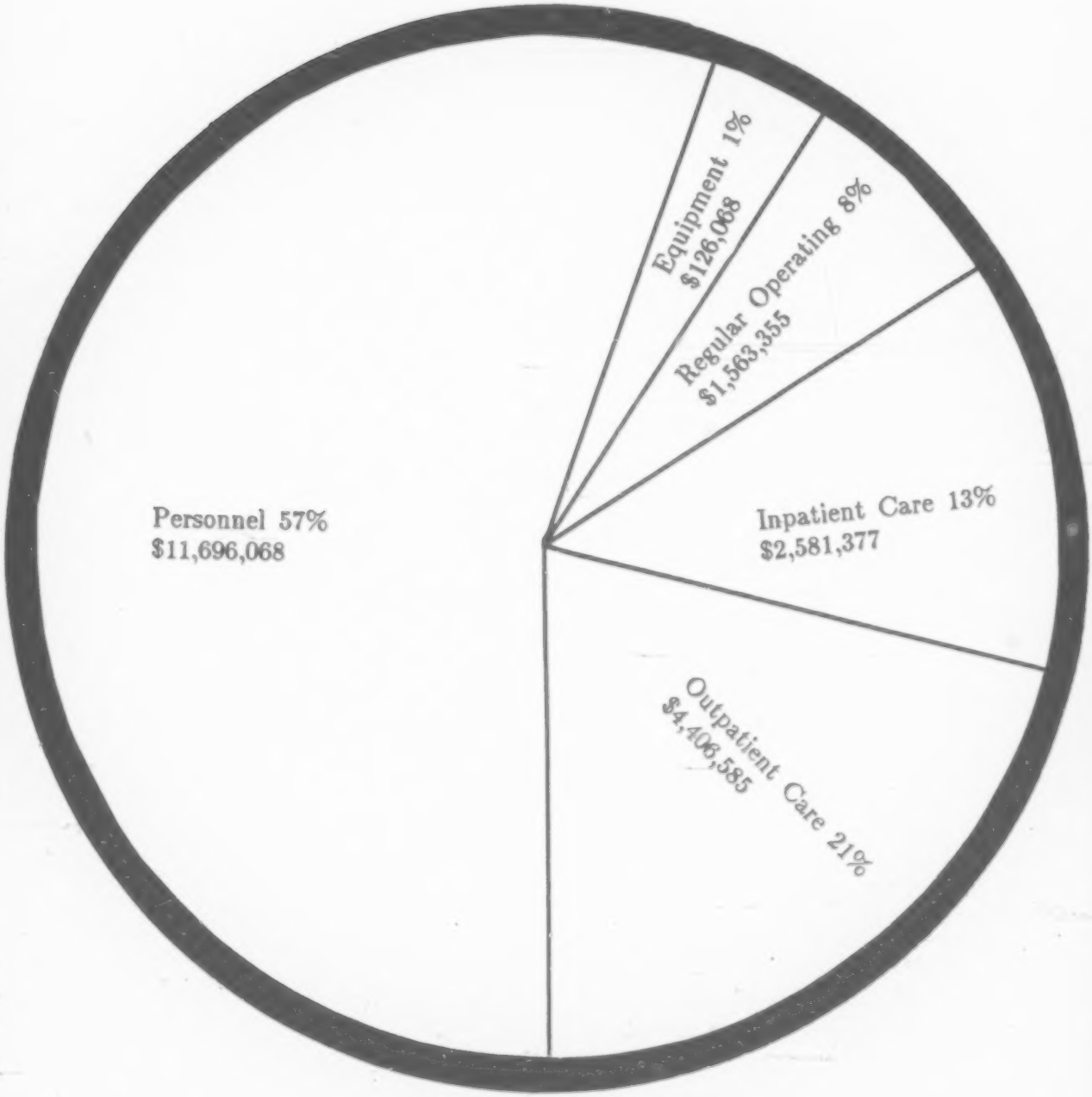
The following table summarizes the level of activity of health services during FY86. These figures convey something of the magnitude of health services within the system and reflect the involvement of the department in the effort to deliver health care in a manner that meets contemporary as well as constitutional standards.

FY 1986 Health Care Highlights

Total Full-Time Personnel	365
Total Health Care Budget	$20,373,388
Cost Per Inmate Per Year	$1,459
Total Number of Outpatient Contacts (Sick Call, Walk-In, Segregation)	463,116
Average # Times Each Inmate Seen as Outpatient Contact During Year	32
Percentage of Inmates seen as Outpatient Each Working Day	16%
Total Days of Hospital Care	5,211
Average Daily Census in Hospitals	12.49
Total Number of Hospital Admission	666
Average Cost Per Hospital Admission	$3,876
Total Doses of Medications Administered (As Per Physician Order)	3,029,699

Health Services Budget Distribution

Total Budget FY 1986 – $20,373,388



Correctional Industries

Georgia Correctional Industries Administration is a public corporation, wholly owned by the state, that utilizes inmate labor to produce needed goods and services for state agencies and other tax-supported entities. GCIA corporate activities are directed by the Georgia Board of Corrections. Organizationally, it is part of the Industrial Operations/Programs Division of the Georgia Department of Corrections with the commissioner serving as the chief executive officer.

The GCIA charter is multifaceted. As a corporation, GCIA operates as a self-sustained business deriving operating and growth funds from the revenues generated by sales of its goods and services. The corporation contains all of the elements of a private business – sales, marketing, personnel, production, purchasing, accounting, engineering, quality control and distribution. Thirteen manufacturing facilities, located throughout the state on prison property, produce a wide variety of products. Sales of these products were just under $10,000 for fiscal year 1986. A summary of these facilities is included in this report.

The use of inmate labor to produce goods allows lower cost to the state and results in savings for the taxpayer. Inmates indirectly reimburse the state for part of the cost of their incarceration by participating in GCIA programs.

As a program, GCIA provides habilitative opportunities for offenders who wish to become productive citizens upon release. This is accomplished by creating a real work experience for the inmates. They are placed in on-the-job training (OJT) programs within the factories that teach them marketable skills while providing the corporation with production output. Many of these programs are accredited by vocational schools. Completion of these courses result in the receipt of a certificate just as if the participant had attended the course on campus.

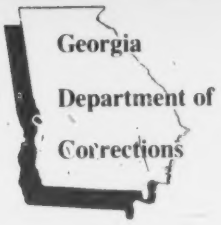
GCIA OJT programs are the last step in a progressive system that begins with basic education, advances through vocation training and concludes with real industry experience. The illiterate inmate can become a skilled inmate by passing through this system.

Instilling a positive work ethic in the inmate is of primary importance in reducing recidivism. Providing him with marketable, certified skills give him a better opportunity to obtain gainful employment upon release. Georgia Correctional Industries Administration provides the most complete program possible to accomplish these goals.

(NOTE: Sales of products by all manufacturing facilities for Correctional Industries for the fiscal year 1986, should read just under $10 million.)

Plant Operations

Location	Plants	Capital Investment	Space	Inmates
Lowndes CI Valdosta	Chemicals	$ 171,981	14,000	13
Georgia State Prison Reidsville	License Plates Metal Fabrication Park Furniture	1,629,374	116,800	140
Walker CI Rock Springs	Metal Fabrication	415,710	24,000	52
Dodge CI Chester	Wood Furniture	268,840	24,000	60
Colony Farm Hardwick	Garments Mattresses Reupholstery	547,576	52,200	315
Montgomery CI Mount Vernon	Signs/Decals Concrete Upholstery	733,522	55,800	150
Stone Mountain CI Tucker	Printing	383,228	14,300	35
Totals		$4,150,231	301,520	765



Probation

While originally considered a suspension of sentence, probation in Georgia is now better viewed as an appropriate sentencing decision for many criminal offenders. As part of the criminal justice system, the Probation Division shares a common purpose in deterring criminal activity. More specifically, since the Probation Division is primarily concerned with the supervision of criminal offenders, the prevention of recidivist crime is a major force of its efforts. The mission of the division – protection of the community and provision of services to the courts, the criminal justice system and adult offenders – reflects these policies.

Through a statewide network of 113 probation officers and 15 diversion centers the division provides essential services to bring about more socially acceptable behavior of convicted offenders. By developing plans of action to address probationer's individual needs, utilizing intervention strategies such as detention, surveillance, counseling, agency referrals, collection of fines, restitution and community service, the division is able to fulfill its primary mission.

Classification and Workload Management System

The purpose of the division's case classification system is to improve the effectiveness of service delivery to the probationer, to develop a uniform standard of classification on a statewide basis, and to provide a database for budgeting and staffing requirements which is based on a workload model rather than the traditional caseload model. All probationers, except child support cases, are classified using the Need/Risk Assessment instrument, and then are supervised according to the standards assigned to the resulting level of supervision.

Since the classification system was implemented in July 1982, the Probation Division has a uniform method for determining the number of cases, the standards of supervision and units of time to measure the delivery of services and to identify the additional personnel requirements needed to meet the existing workload. During the fiscal year, information for each probationer is assimilated into the Probation Management Information System, which contains historical and current offender data. Classification and workload information has vastly improved managerial decision–making.

Probation Supervision

Each level of supervision specifies a standard number of contacts between the probationer and the probation officer.

Maximum – 3 contacts per month.

High – Monthly face–to–face; one field contact.

Medium – Monthly telephone contact; quarterly face–to–face contact.

Minimum – Monthly telephone contact.

Financial – Child support payments (weekly & monthly).

Administrative – Cases that with court approval are receiving no direct probation supervision.

Other – Includes new cases pending classification and those who have absconded or who are serving concurrent prison sentences.

Probation Caseload/Workload

The following statistics are taken from the end of year report for Fiscal Year 1986:

Level	Number	Percentage
Intensive	990	1
Maximum	5,402	6
High	17,002	17
Medium	27,787	28
Minimum	17,481	18
Administrative	7,629	8
Financial	16,847	17
Other	5,048	5
Total	98,185	100

Other Workload Statistics

Long form presentence investigation	5,255
Short form presentence investigation	3,799
Record checks	51,877
Court time (hours)	118,264
URESA cases	13,576

Collections

Total amount of restitution	$ 3,933,271
Total amount of fines	$ 19,451,398
Total amount of child support	$ 24,617,447
Total	$ 48,002,116

Revocations

Technical	1,796
New Crime/Conviction	1,430
New Crime/No Conviction	1,403
Total	4,629

Absconders

Tolled	2,877
Non Tolled	229
Total	3,106

Probation Fee

Sentencing judges began imposing probation fees in March 1982. Fee payments range from $10–50 per month, dependent on the probationer's ability to pay. The revenues from the probation fee have been used to fund Georgia's Intensive Probation Supervision program.

Probation Fee Revenues

FY 1983	$ 862,837
FY 1984	$ 1,660,977
FY 1985	$ 2,491,492
FY 1986	$ 3,293,754

Community Service

The establishment of community service programs, as a responsibility of the Probation Division, was mandated by DUI legislation. By definition, community service is "uncompensated work of an offender with an agency for the benefit of the community pursuant to an order by the court as a condition of probation." Community service programs offer the opportunity to establish a fair and appropriate punishment. At the same time these programs present a clear alternative for offenders to do something constructive for the community.

Community service as a sentencing option is being used more frequently by the courts as a condition of probation. A major effort is underway to provide technical assistance to circuits to implement, expand or enhance community service programs. During the period FY82 – FY86, a total of 19,981 probationers have been sentenced with conditions to perform community service; 9,037 of that number were DUI cases.

The Community Service Program has been well received by the public and growth of the program is expected to continue.

Advantages of Community Service Utilization

–Provides a middle–range punishment option.

–Promotes a work–ethic approach to punishment and establishes accountability.

–Benefits the community in needed areas of service.

–Is a highly visible program which fosters involvement of citizens and the agency.

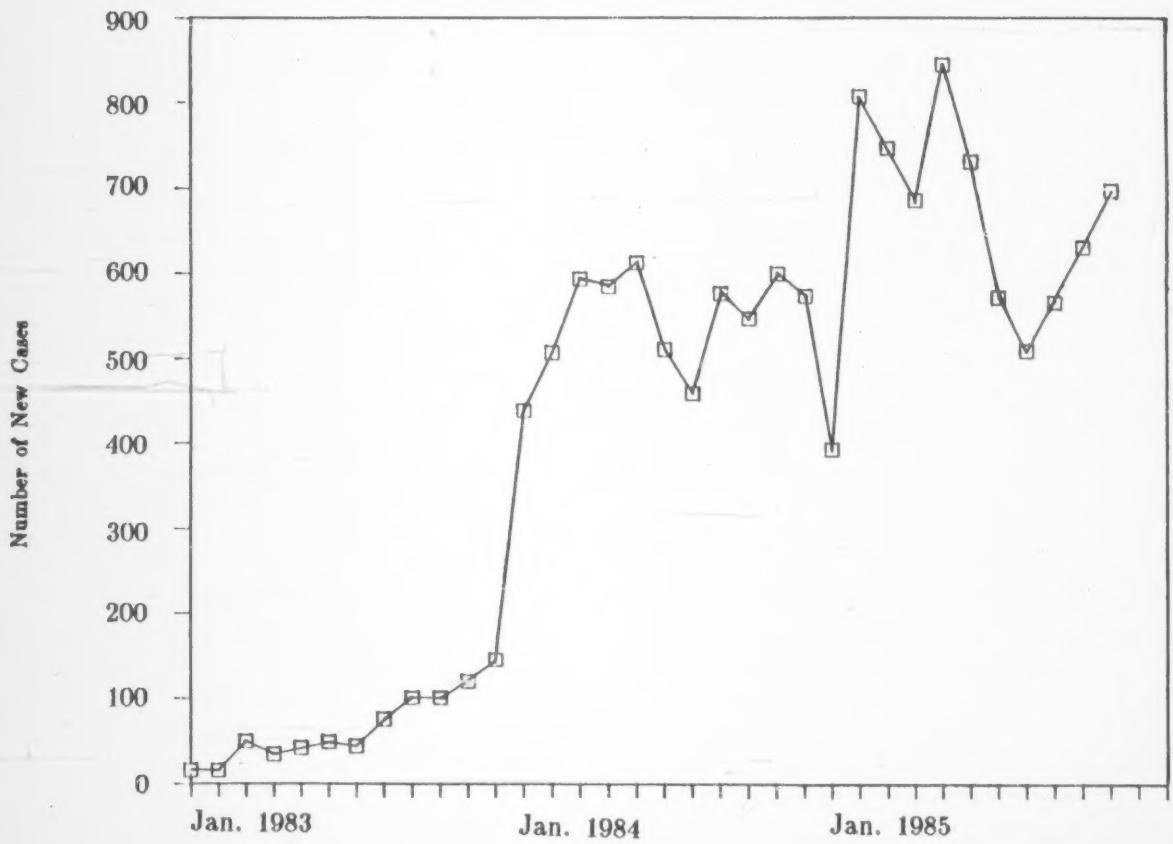
–Allows the offender to repay the community through work of direct benefit to the community.

FY 1986 Community Service Facts

Number of probationers	7,834
Number of hours served by probationers	978,528
Approximate labor value for community service work performed in communities (calculated at minimum wage of $3.35 per hour)	$3,278,069

Note: Figures do not include residents at diversion centers.

Growth in Community Service Program January 1983 – December 1985



Drug Surveillance Program

Recognizing the very negative impact illicit drug usage among probationers have and its pervasive role in fostering criminal activity, the Probation Division initiated a pilot program in July 1986 directed at detecting drug usage among probationers. Results of the project have revealed high rates of usage among some probationers and drugs of preference have been identified. Subsequent testing of identified drug users also showed a drastic decline in continued usage.

Drug testing capability currently is limited to two regional laboratories (Atlanta and Waycross) and field test equipment located in diversion centers. However, the Probation Division anticipates expansion of this capability as additional funding can be made available.

Interstate Compact

The purpose of the division's Probation Interstate Compact Office is to serve as a central, specialized work unit responsible for processing old correspondence related to interstate transfer and supervision of probation. The office processes requests for record checks, requests for interstate transfer of supervision, probationer progress and conduct report, and violation reports.

In FY 1986 the Interstate Compact Office processed transfer and out-of-state supervision matters on approximately 350 cases per month.

Intensive Probation Supervision Program

In the continuing efforts of the department to ensure bed space in its state institutions for the violent and career criminal, intensive probation supervision plays an ever-increasing role. This program, recognized as the toughest "street" probation in the nation, has been used as a model in several other states as a means of providing community supervision to certain nonviolent offenders who typically would receive a prison sentence. By providing strict, orderly, monitored supervision such as that found in the Intensive Probation Supervision Program, more prison space is being reserved for those offenders who should be incarcerated due to the threat they pose to society.

The program, begun initially in FY 1983 in 13 judicial circuits, now is operational in 38 judicial circuits. Total yearly diversion capability is now approximately 2,500 offenders. Particularly attractive in this program is that all costs thus far have been paid by revenues from a probation fee which judges began imposing on many probationers in 1982. Continued expansion of the program is expected to occur as probation fee revenues become available.

IPS Program Elements Include:

-Minimum of 5 face-to-face contacts per week with the probationer.

-Mandatory curfews that are randomly checked.

-Routine drug/alcohol screens.

-Minimum of 132 hours of community service to be performed by each probationer.

-Emphasis on employment and payment of court-ordered financial obligations and dependent support.

-Involvement and exchange of information with local law enforcement.

-Referrals to key community agencies for rehabilitative services.

Diversion Center Program

The mission of community diversion centers is to provide a structured residential facility program for offenders (primarily felons) who would otherwise have received prison sentences. The diversion center is not intended to be a sentencing alternative for offenders who would normally have been placed under regular nonresident probation supervision. The diversion center, as in other court sanctions managed and administered by the Probation Division, provides professional service to the courts, the criminal justice system, the community and the convicted adult offender.

The Diversion Center Program of supervision parallels the stated mission of the Probation Division by:

–Providing a sanction other than incarceration for offenders who pose no unmanageable risk to the safety of the community.

–Enforcing conditions of probation and collecting court–ordered financial obligations.

–Providing surveillance of probationers to protect the community and to deter further criminality.

–Assuring victim restitution and providing services to the community.

–Providing individualized assessments, counseling, referrals and other forms of professional guidance to offenders.

Advantages of Diversion Center Utilization:

–Provides relief for overcrowded prisons and jails.

–Is less costly than prison.

–Provides 24–hour–per–day structured supervision.

–Requires offenders to work and to pay taxes, fines, restitution and room and board.

–Places burden of cost on offender rather than the taxpayer.

–Provides the court with means of restricting the offender's freedom.

–Addresses the public's demand that certain offenders receive a more harsh sentence than regular probation.

–Allows selected offenders a means of stabilizing their lives.

–Allows an offender to remain a productive person through employment.

–Permits continued opportunity for family and community interaction.

Earnings and Disbursements

The following earnings and disbursements statistics detail the financial activity of the Diversion Center Program in FY 1986:

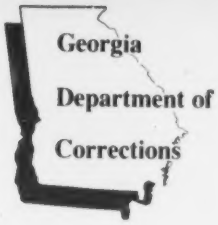
Resident Gross Earnings	$4,660,469
Resident Taxes Paid	$905,841
Resident Room and Board	$1,293,619
Resident Dependent Support	$538,936
Resident Payment of Restitution	$202,824
Resident Payment of Court Fines	$680,177
Resident Community Service	60,101 hrs.

Special Alternative Incarceration Program

This program is based on the recognition that many young, impressionable male offenders (ages 17–25) need a short, 90–day prison experience to understand the need to change their lifestyle and criminal behaviors. The program is patterned after military basic training, with emphasis on physical labor. Very little idle or discretionary time is available to the offender in this program. If the offender abides by the rules and regulations of the Special Alternative Incarceration Program, he is returned to regular probation supervision at the end of 90 days.

The SAI program initially began in November 1983 at Dodge Correctional Institution. The capacity at opening was 50 beds. Due to interest in the program and its utilization by judges, the capacity was increased to 100 beds. Additional program expansion occured in late 1986 when a new SAI unit became operational at the Al Burruss Correctional Training Center in Forsyth, Georgia.

GEORGIA PROBATION DISTRICTS



Technical Services

The Technical Services Division encompasses those functions which provide technical suport and instruction, maintenance of property and equipment and safety and security. These functions include computer services, the fire safety program, facilities management, facilities development and engineering and inspections.

Office of Computer Services

Advances in microprocessor (i.e. personal computer, or "PC") technology and economic considerations have identified the need to plan for generic computer equipment located in GDC facilities and offices across the state. These PC workstations will serve local "user" needs for computer applications to do on-site jobs and maintain information for local management while serving as access points to GDC's mainframe computer systems and a means of communication between these "remote" sites, the GDC central offices and other systems. To take advantage of this major technological breakthrough, the agency directed its automation efforts toward developing and implementing systems which would promote maximum benefit to the managers at each facility and office through local computer applications and serve the entire GDC organization by enabling it to:

1. Avoid duplication of effort, improve accuracy and speed of information flow by providing the tools for entry into the computer system(s) at the originating point of information and providing for electronic transfer of the information to subsequent processing sites and users.

2. Maximize the economies and benefits inherent in compatible sets of micro-computer technologies, complementing and extending the mainframe systems as needed, to decentralize data collection, processing, analysis, reporting and automation of routine tasks at the work site.

3. Eliminate potential conflict between the mainframe data processing environments and the evolving microcomputer technology by:

   a) Using the most appropriate environment for each application and

   b) Developing effective electronic communications for moving data between the environments.

During Fiscal Year 1986 significant progress was made toward fulfilling these strategic objectives.

Major Objectives

To accomplish these goals the Office of Computer Services continued the efforts of its staff and available funding in five major areas:

Offender Tracking Information System – OTIS

This mainframe offender management database runs on a Univac computer located in the Archives Building. This "state of the art" data management system keeps track of all offenders as persons and is designed to record all significant events related to each person from the courts, through probation, prison and parole. The tracking of probationers and events related to probation cases is already operational and implementation of the inmate portion is scheduled for June through November 1987. The parole portion is being programmed by Pardon and Parole Board staff who are coordinating efforts closely with the GDC staff.

Local Facility/Office Offender Management

Two systems have been developed for local management: the Institutional Management System (IMS) and Probation Office Management System (POMS). Both systems have initially been used to manage the heavy workloads associated with collection, custodianship and disbursement of offender funds, but each provides the ability to handle additional tasks. Both interface with the OTIS system to minimize duplication of data entry. Fiscal year 1986 project efforts enabled the IMS to be installed and running at all state institutions by the end of December 1986.

Central Applications/Office Automation

A number of separate efforts are underway. Primary applications are designed to enable staff throughout GDC to utilize a standard set of PC software, known as LOTUS Symphony, to automate tasks such as maintaining accounting and data spreadsheets, word processing and graphics for the facility, section or office. The Symphony program was also used to develop a system of financial reporting that meets local data needs and interfaces with the central (FACS) accounting system. This application, known as the Business Office Ledger Transaction System (BOLTS) was successfully installed at Georgia Industrial Institute in FY 1986 and is being used as the basis for custom installations at facilities and offices throughout GDC. BOLTS was operational in all state correctional facilities by the end of December 1986.

Special Program Development

Of special note in FY86 were the development of plans and initial steps to:

1. Reprogram the department's food service inventory system to provide a more efficient main inventory program to serve as the basis for a local user subsystem to automate food service procedures and reports.

2. Development of a concept to use optical scanners to assist in data entry to avoid the duplication of data handling between local program sites and central program offices. Initial applications are in the areas of inmate education, vocational training and counseling programs.

Hardware and User Support

The Office of Computer Services implemented a hardware maintenance agreement which provides efficient and economical diagnosis/repair for our inventory of hardware valued at approximately $2 million. A multilevel training program for users of the LOTUS Symphony applications was developed to meet the increased demand for training and over 100 GDC staff received formal training.

Facilities Maintenance

The Facilities Maintenance Section has responsibility for preventive maintenance for the 24 state institutions, 5 transitional centers and 15 diversion centers under the jurisdiction of GDC. The unit administers approximately $365,000 in central repair funds to be used at all facilities to address emergency repairs.

This operation coordinates central repair projects, provides technical assistance in responding to maintenance emergencies and manages minor construction projects such as roofing and heating/air conditioning repairs. During FY86, in addition to the 210 central repair fund projects, funding was also received for 17 security enhancement projects which included fencing and guard towers at facilities.

During FY 1986 the section supervised the following minor construction projects:

- Renovation of the Mental Health Unit at the Augusta Correctional & Medical Institution.
- Renovation of "H" house at the Georgia Diagnostic & Classification Center.
- Renovation of the staff training facility at Georgia State Prison.
- Renovation of the warden's residence at Rivers Correctional Institution.

GDC Fire Marshal

The GDC fire marshal administers a statewide fire safety program which has as its basic goal meeting the mandated compliance of federal and state laws, fire safety codes and departmental rules, regulations, policies and procedures. Its goal is to prevent loss of life and property due to fires and associated life-threatening hazards.

The fire marshal's responsibilities include setting standards for the program, assuring compliance with established goals, providing technical assistance to the agency's seven fire stations, conducting fire safety inspections at all facilities and coordinating and providing fire safety training for staff and inmate firefighters. This section also prepares the annual budget package for fire safety equipment as well as identifying the need for additional stations to support GDC's correctional facilities valued at over $304 million.

In addition to the above, the fire marshal conducts testing of blankets, pillows and mattresses used in GDC's facilities. The section also works with the institutional staff to develop evacuation plans and coordinates mutual aid agreements with local fire departments to provide emergency firefighting services to our facilities.

The department has seven recognized fire stations located at Georgia Industrial Institute, Georgia Diagnostic & Classification Center, Dodge Correctional Institution, Georgia State Prison, Lee Correctional Institution, Montgomery Correctional Institution and Walker Correctional Institution.

During this fiscal year two two-bay fire stations were constructed to support the programs at Georgia State Prison/ Rogers Correctional Institution and Lee Correctional Institution. A new fire truck was purchased for the program at GSP and a reconditioned truck was purchased for the Georgia Diagnostic & Classification Center.

The GDC fire safety training program was developed in conjunction with the Georgia Fire Academy. It meets the proscribed laws and standards for fire safety. The program includes training for security staff, facility fire inspectors, institutional staff and tactical squads.

During fiscal year 1986, in addition to training provided to departmental staff and inmates under our jurisdiction, the fire marshal's office conducted training class for county and city correctional facilities through the state. The fire marshal's office has also provided training to the U.S. Federal Penitentiary. The program was established in 1965 and received national recognition in 1980 with the publication of a manual utilized for training of staff and inmate firefighters.

Facilities Development & Engineering

The Facilities Development & Engineering Section is responsible for all design, construction and renovation projects involving state institutions and community centers as well as supervising inmate crews involved in the construction/renovation of local jail facilities. FD&E is responsible for implementation of GDC's master plan for increasing delivery of services in a climate of increasing population and construction costs and formulation of minimum facility standards. This section provides four major services:

Design – Presently directing the design and development of projects involving eight major institutions and seven community centers with an estimated value in excess of $82 million.

Construction – A $2 million perimeter security system at Georgia State Prison and a $3 million housing unit at Rogers CI are under construction. In addition, construction is underway on new 500-bed institutions in Lowndes and Ware counties, renovation/ construction of buildings for the Clayton and Gateway Diversion Centers, a warehouse adjacent to the Al Burruss CTC and a roadway for the planned Chattooga facility. Work is continuing on asbestos removal projects. Construction is also underway on a wastewater land application located at the Georgia Diagnostic & Classification Center. The

estimated total cost of the above unvalued projects is more than $42.9 million.

State Inmate Construction Crew – Under the supervision of the FD&E, the state inmate construction crew is renovating/modifying a warehouse to function as a diversion center and constructing an institutional wastewater treatment plant and isolation cells at two state institutions and a warden's residence.

County/City Inmate Construction Crew – –This crew performs major renovation and construction projects on county and city jails in accordance with a 50/50 match of state and local funds. This local jail improvement program is a joint venture with the Georgia Department of Community Affairs.

Major Accomplishments

Completion of 15 local jail projects by the County/City Inmate Construction Crew.

Removal of asbestos from Georgia Industrial Institute.

Completion of various farm–related projects valued at an estimated $400,000.

Completion of the Al Burruss CTC.

Completion and occupation of the Columbus Diversion Center.

Completion of the first standard warden's residence using inmate construction crews.

Completion of a 10–bed BOQ and guard tower at Coastal CI.

Inspector General

It is the responsibility of the inspector general to determine if applicable laws, regulations and policies and procedures governing the Georgia Department of Corrections' activities are being adhered to and that legal requirements are being met with respect to:

- The provision of adequate security.
- The safety of persons and property.
- The health needs of inmates and probationers as demonstrated by proper sanitation and adequate medical care.
- The maintenance of property and equipment – to protect its fiscal value and to assure its intended function and long life.

The inspector general is also responsible for the identification of corrective action requirements necessary for resolving deficiencies and for the immediate correction of flagrant abuses.

Determinations of deficiencies or abuses are made through on–site inspections of all 72 state and county facilities and property under the jurisdiction of the commissioner and the Board of Corrections.

During this report period an average of 12.7 inspections per month were completed for an annual total of 152 inspections.

APPENDIX

Georgia Department of Corrections

State Institutions

Augusta Correctional/Medical Institution
3001 Gordon Highway
Grovetown, GA 30813
404/860–8920
Gist: 336–8920
Supt.: Chuck Burden

Bostick Correctional Institution*
P.O. Box 1700
Hardwick, GA 31034
912/453–5750
Gist: 324–5750
Supt.: Tom Jones

Al Burrus Correctional Training Center
P.O. Box 696
Forsyth, GA 31029–0696
912/994–0062
Supt.: Truett Goodwin

Central Correctional Institution
4600 Fulton Mill Rd.
Macon, GA 31213
912/427–2010
Gist: 321–6203
Supt.: Gerald Willis

Coastal Correctional Institution
P.O. Box 7150
Garden City, GA 31048
912/964–9300
Gist: 335–9330
Supt.: Barry Gaither

Dodge Correctional Institution
P.O. Box 276
Chester, GA 31012
912/358–4801
Supt.: Ross Gearinger

Georgia Diagnostic & Classification Center
P.O. Box 3877
Jackson, GA 30233
404/775–3161
Gist: 254–6011
Supt.: Ralph Kemp

Georgia Industrial Institute
P.O. Box 709
Alto, GA 30510
404/778–2273
Gist: 243–4011
Supt.: Garrison Parker

Georgia State Prison
Star Route
Reidsville, GA 30499
912/557–4301
Gist: 367–4011
Supt.: Lanson Newsome

Georgia Training & Development Center
2989 W. Rock Quarry Rd.
Buford, GA 30518
404/945–1301
Supt.: Rick Abbott

Lee Correctional Institution
P.O. Box 399
Leesburg, GA 31763
912/759–6453
Gist: 341–4373
Supt.: Ira Kelso

Lowndes Correctional Institution
P.O. Box 310
Valdosta, GA 31601
912/333–5271
Gist: 349–5271
Supt.: David Thompson

Men's Correctional Institution
P.O. Box 396
Hardwick, GA 31034
912/453–4702
Gist: 324–4702
Supt.: Jim Wharton

Metro Correctional Institution
1301 Constitution Rd.
Atlanta, GA 30316
404/624–1411
Supt.: Mary Esposito

MGCI Administration Office
912/453–5201
Gist: 324–5201
Bus. Mgr.: Jim Seckinger

Montgomery Correctional Institution
P.O. Box 256
Mount Vernon, GA 30045
912/583–2286
Supt.: Floyd James

Putnam Correctional Institution
P.O. Box 71
Eatonton, GA 31024
404/485–3301
Supt.: Larry Hurt

River's Correctional Institution
P.O. Box 1500
Hardwick, GA 31034
912/453–4591
Gist: 324–4591
Supt.: Cal Green

Rogers Correctional Institution
P.O. Box 5300
Reidsville, GA 30453
912/557–4771
Supt.: Robert Francis

Rutledge Correctional Institution
7157 Manor Road
Columbus, GA 31907
404/563–9434
Gist: 252–5184
Supt.: Paul Ford

Stone Mountain Correctional Institution
5500 Venable Street
Stone Mountain, GA 30083
404/469–1406
Supt.: Elie Jones

Walker Correctional Institution
P.O. Box 98
Rock Springs, GA 30739
404/764–1926
Supt.: Doug Williams

Ware Correctional Institution
P.O. Box 99
Waycross, GA 31051
912/285–6095
Gist: 368–6095
Supt.: Jerry Thomas

Wayne Correctional Institution
Route 1, Box 264
Odum, GA 31555
912/586–2244
Supt.: Tommy Wallace

Georgia Women's Correctional Institution
P.O. Box 218
Hardwick, GA 31034
912/453–5218
Gist: 324–5218
Supt.: Gary Black

Youthful Offender Correctional Institution
P.O. Box 417
Hardwick, GA 31034
912/452–5375
Gist: 324–5375
Supt.: Grady Lewis

County Institutions

Bulloch County Correctional Institution
P.O. Box 1085
Statesboro, GA 30458
912/764–6217
Acting Warden: John Akins

Carroll County Correctional Institution
502 Old Newman Rd.
Carrollton, GA 30117
404/832–3939
Warden: Tommy Payne

Clarke County Correctional Institution
2825 County Farm Road
Athens, GA 30610
404/354–2900
Warden: Charles Greenway

Colquitt County Correctional Institution
P.O. Box 339
Moultrie, GA 31768
912/985–3331
Warden: Leland Dampier

Coweta County Correctional Institution
1 Selt Road
Newnan, GA 30263
404/253–0794
Warden: James Wendell Whitlock

Decatur County Correctional Institution
P.O. Box 1218
Bainbridge, Ga 31717
912/246–1694
Warden: Wayne Holt

Effingham County Correctional Institution
Springfield, GA 31329
912/754–6071
Warden: Louis Davis, Jr.

Floyd County Correctional Institution
329 Black's Bluff Road
Rome, GA 30161
404/234–7549
Warden: J.W. Scott

Fulton County Correctional Institution
1101 Jefferson Street, N.W.
Atlanta, GA 30318
404/875–6454
Warden: Alfred Pierce

Gwinnett County Correctional Institution
P.O. Box 47
Lawrenceville, GA 30246
404/962–1497
Warden: Charlie Bishop (Acting Warden)

Hall County Correctional Institution
Route 3, Box 110 A
Gainesville, GA 30501
404/536–3672
Warden: Ralph Suggs

Harris County Correctional Institution
Route 2, Box 355
Hamilton, GA 31811
404/628–4959
Warden: Jimmy Evans

Houston County Correctional Institution
Kings Chapel Road
Perry, Ga 31069
912/987–1477
Warden: Ray Wheelus

Jackson County Correctional Institution
Route 3, Box 247
Jefferson, GA 30549
404/367–5287
Warden: Dale Glenn

Jefferson County Correctional Institution
Route 1, Box 9A
Louisville, GA 30434
912//625–7230
Warden: George T. Smith

Meriwether County Correctional Institution
Route 3, Box 3
Greenville, GA 30222
404/672–4433
Warden: Fred Smith

Mitchell County Correctional Institution
P.O. Box 191
Camilla, GA 31730
912/336–5691
Warden: Bruce Shiver

Muscogee County Correctional Institution
3950 Schatulga Road
Columbus, GA 31907
404/561–3220
Warden: Daniel Culpepper

Richmond County Correctional Institution
P.O. Box 5259
Augusta, GA 30906
404/798–5572
Warden: Michael Greene

Screven County Correctional Institution
P.O. Box 377
Sylvania, GA 30467
912/863–7678
Warden: Neal Malphus
(Note: Opens April 1, 1987)

Spalding County Correctional Institution
1515 Williamson Road
Griffin, GA 30233
404/228–2946
Warden: Arsene C. Massac

Stewart County Correctional Institution
P.O. Box 157
Lumpkin, GA 31815
912/838–4385
Warden: Jimmy Babb

Sumter County Correctional Institution
P.O. Box 484
Americus, GA 31709
912/924–6066
Warden: James W. McClung

Terrell County Correctional Institution
Route 5, Box 38
Dawson, Ga 31742
912/995–5381
Warden: James Kilgore

Thomas County Correctional Institution
Route 1, Box 302
Thomasville, GA 31792
912/226–8933
Warden: Donnie Cleveland

Troup County Correctional Institution
Route 1, Hamilton Road
LaGrange, GA 30240
404/883–1720
Warden: Billy Ledford

Upson County Correctional Institution
2440 Yatesville Highway
Thomaston, GA 30286
404/647–7452
Warden: W.R. Cochran

Transitional Centers

Atlanta Advancement Center
310 Ponce de Leon Ave., NE
Atlanta, GA 30308
404/894–4277
Gist: 222–4277
Supt.: James Doctor

Macon Transitional Center
1100 Second Street
Macon, Ga 31201
912/744–6090
Gist: 321–6090
Supt.: Art Gavin

Metro Transitional Center
1303 Constitution Road
Atlanta, Ga 31201
404/656–5375
Gist: 221–5375
Supt.: Mary Lewis

New Horizons
344 Ponce de Leon Ave.
Atlanta, GA 30308
404/894–4116
Gist: 222–4116
Supt.: Guy Hickman

Savannah Transitional Center
439 East Broad Street
Savannah, GA 31401
912/944–2268
Gist: 361–2268
Supt.: Herman Johnson

Diversion Centers

Albany Diversion Center
6006 Reid St., Turner Field
Albany, GA 31702
912/439–4309
Gist: 341–4309
Supt.: A. Don Chandler

Athens Diversion Center
P.O. Box 1229
Athens, GA 30603
404/542–8628
Gist: 241–8628
Supt.: David Gibbs

Atlanta Diversion Center
1566 Bankhead Highway, NW
Atlanta, GA 30318
404/792–7055
Gist: 894–2798
Supt.: Alexander Bullock

Augusta Diversion Center
P.O. Box 5706
Augusta, GA 30906
404/790–2916
Gist: 334–2918
Supt.: Alvin Mitchell

Cobb Diversion Center
831 N. Cobb Parkway
Marietta, GA 30062
404/427–3148
Supt.: Dennis T. Clark

Columbus Diversion Center
3900 Schatulga Road
Columbus, GA 31907
404/568–5167 (or 5168)
Gist: 252–5167
Supt.: Bobby Lavoie

Fulton Diversion Center
975 Memorial Drive, SE
Atlanta, GA 30316
404/656–3167
Supt.: Robert Rosenbloom

Gainesville Diversion Center
1195 Broad Street
Gainesville, GA 30501
404/535–5723
Gist: 261–5723
Supt.: Roger Pressley

Gateway Diversion Center
15 Peachtree Place, NE
Atlanta, GA 30309
404/894–2650
Gist: 222–2650
Supt.: Arnold DePetro

Griffin Diversion Center
P.O. Box 1086
Griffin, GA 30224
404/229–5841
Supt.: James Fletcher

Macon Diversion Center
1232 Jeffersonville Road
Macon, GA 31201
912/744–6197
Gist: 321–6197
Supt.: R. Dennis Cook

Rome Diversion Center
c/o Northwest Georgia
Regional Hospital, Bldg. 206
Rome, GA 30161
404/295–6418
Gist: 231–6418
Supt.: James H. Deal

Thomasville Diversion Center
P.O. Box 980
Thomasville, GA 31792
912/228–5177
Gist: 344–2348
Supt.: Roger Varnadore

Waycross Diversion Center
P.O. Box 759
Waycross, GA 31502–0759
912/285–6028
Gist: 368–6028
Supt.: Michael Shaw

Women's Diversion Center
1053 West Peachtree St.
Atlanta, GA 30309
404/894–5610
Gist: 222–5610
Supt.: Vickie Hancock

*Opened April 1987.

PROFILE OF INMATES IN PRISON AS OF JUNE 1986

TOTAL STATE PRISON POPULATION	16,812	
RACE		
White	6,755	40%
Nonwhite	10,057	60%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		
SEX		
Male	15,949	95%
Female	863	5%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		
RACE AND SEX		
White Male	6,413	38%
Nonwhite Male	9,536	57%
White Female	342	2%
Nonwhite Female	521	3%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		
CRIME		
Felony	16,465	98%
Misdemeanor	347	2%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		
AGE		
21 and under	2,213	13%
22 to 39	12,010	71%
40 to 54	2,133	13%
55 and over	456	3%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		
AVERAGE AGE	30.83	
I.Q.		
Less than 70	1,063	8%
70 and up	12,933	92%
Not Reported*	2,816	
Total	16,812	100%
Data not reported on 17% of inmates		
AVERAGE I.Q.	97.2	

SOCIO-ECONOMIC CLASS		
Welfare	2,038	15%
Occasionally Employed	115	1%
Minimum Standard	8,095	58%
Middle Class	3,807	27%
Not Reported	2,757	
Total	16,812	100%
Data not reported on 16% of inmates		
ENVIRONMENT TO AGE 16		
Rural (farm)	1,586	11%
Rural (non-farm)	1,119	8%
Large Cities	4,462	31%
Small Cities	3,497	25%
Small Towns	3,596	25%
Not Reported	2,552	
Total	16,812	100%
Data not reported on 15% of inmates		
LIVING ARRANGEMENTS PRIOR TO APPREHENSION		
Living Alone	497	12%
Living With Spouse	1,268	31%
Illicit Relationship	349	9%
Living with Same Sex	119	3%
No Home	11	0%
Inmate of Institution	54	1%
With Another Family	252	6%
With Parents	1,435	35%
Other	73	2%
Not Reported	12,754	
Total	16,812	100%
Data not reported on 76% of inmates		
SELF REPORTED EDUCATION LEVEL		
Less than Grade 7	972	7%
Grade 7	782	5%
Grade 8	1,786	12%
Grade 9	2,228	15%
Grade 10	2,416	16%
Grade 11	1,704	11%
Grade 12	4,684	32%
More than Grade 12	258	2%
Not Reported	1,982	
Total	16,812	100%
Data not reported on 12% of inmates		
AVERAGE EDUCATION LEVEL	9.9	

FUNCTIONAL GRADE LEVEL		
Untestable	1	0%
Less than Grade 6	8,037	56%
Grade 6 through 8	4,244	30%
Grade 9	680	5%
Grade 10	564	4%
Grade 11	431	3%
Grade 12	334	2%
More than Grade 12	25	0%
Not Reported	2,496	
Total	16,812	100%
Data not reported on 15% of inmates		
AVERAGE FUNCTIONAL GRADE LEVEL	5.49	
NUMBER OF SENTENCES		
One	9,865	59%
Two	3,904	23%
Three	1,544	9%
Four	641	4%
Five	352	2%
More than Five	506	3%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		
EMPLOYMENT STATUS AT APPREHENSION		
Employed Full Time	4,563	33%
Employed Part Time	621	4%
Unemployed Recently	3,817	27%
Unemployed Long Time	4,495	32%
Never Worked	214	2%
Student	91	1%
Incapable of Work	181	1%
Not Reported	2,830	
Total	16,812	100%
Data not reported on 17% of inmates		
MARITAL STATUS		
Single, Never Married	6,573	45%
Married	2,962	20%
Separated	915	6%
Divorced (Not Remarried)	1,661	11%
Widowed	271	2%
Common Law Marriage	2,305	16%
Not Reported	2,125	
Total	16,812	100%
Data not reported on 13% of inmates		

NUMBER OF CHILDREN		
No Children	5,704	43%
One Child	3,087	23%
Two Children	2,142	16%
Three Children	1,171	9%
Four Children	579	4%
Five Children	268	2%
More than Five	291	2%
Not Reported	3,570	
Total	16,812	100%
Data not reported on 21% of inmates		
RELIGIOUS AFFILIATION		
Islam (Muslim)	341	3%
Catholic	539	4%
Baptist	9,411	73%
Methodist	626	5%
Episcopalian	32	0%
Presbyterian	72	1%
Church of God	142	1%
Holiness	707	5%
Other Religions	1,001	8%
Jewish	16	0%
Not Reported	3,925	
Total	16,812	100%
Data not reported on 23% of inmates		
FAMILY BEHAVIOR PATTERNS**		
Criminality	2,814	36%
Alcoholism	1,069	14%
Drug Abuse	72	1%
Domineering	40	1%
Migrant	225	3%
Frequent Beatings	75	1%
Grossly Permissive	143	2%
Father Absent	3,190	41%
Mother Absent	226	3%
Not Reported	9,128	
Total	16,982	100%
Data not reported on 54% of inmates		
SECURITY STATUS		
Trusty or Work Release	453	3%
Minumum Supervision	2,539	15%
Medium Supervision	5,705	34%
Close Supervision	7,369	44%
Maximum Supervision	746	4%
Incomplete Diagnostic	0	0%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		

GUARDIAN STATUS TO AGE 16		
Orphanage	52	0%
Father Only Head	418	3%
Father with Mother Head	66	0%
Mother Only Head	4,624	32%
Mother with Father Head	7,275	51%
Other Female	351	2%
Other Male	60	0%
Step Parents	134	1%
Foster Home	236	2%
Grandparents	1,082	8%
Not Reported	2,514	
Total	16,812	100%
Data not reported on 15% of inmates		

CRIMES BY GROUP		
Homicide	2,591	15%
Abortion	0	0%
Bodily Injury	1,199	7%
Arson	131	1%
Damage of Property	60	0%
Burglary	3,256	19%
Forgery	579	3%
Theft	1,518	9%
Robbery	3,187	19%
Sexual Offenses	1,324	8%
Obscenity Crimes	0	0%
Treason	0	0%
Crimes Involving Government	3	0%
Falsifications	9	0%
Obstruction of Law	30	0%
Disorderly Conduct	12	0%
Gambling	2	0%
Cruelty to Children	79	0%
Crimes With Guns	91	1%
Invasion of Privacy	14	0%
Racketeering	8	0%
Drug Offenses	1,553	9%
Auto Crimes	764	5%
Revenue and Contraband	0	0%
Miscellaneous Felonies	55	0%
Misdemeanors	347	2%
Not Reported	0	
Total	16,812	100%
Data not reported on 0% of inmates		

MOST FREQUENT CRIMES***

Burglary (F)	3,204	19%
Armed Robbery (F)	2,499	15%
Murder (F)	1,783	11%
Robbery (F)	653	4%
Aggravated Assault (F)	747	4%
Voluntary Manslaughter (F)	706	4%
Rape (F)	607	4%
Theft by Taking (F)	514	3%
Motor Vehicle Theft (F)	433	3%
Forgery, First Degree (F)	475	3%
Habitual Traffic Violation (F)	686	4%
Sale, Distribution of Marijuana (F)	289	2%
Child Molesting (F)	374	2%
Possession Narcotics (F)	362	2%
Kidnapping (F)	283	2%
Theft: Stolen Property (F)	218	1%
Sale, Distribution of Narcotics (F)	296	2%
Possession of Marijuana (F)	259	2%
All Other Felonies	2,077	12%
Misdemeanors	347	2%
Not Reported	0	
Total	16,812	100%

Data not reported on 0% of inmates

*Some categories contain large numbers of "Not Reported" responses. The percentages listed by each category are the true estimates for the entire inmate population since the "Not Reported" category is disregarded when computing these percentages. The percentage of inmates with unreported data is provided to give some idea as to the quantity of unreported data.

**Since behavior problems, not inmates, are counted, there may be more than one behavior code assigned to an inmate. Therefore, the total number of cases, both reported and not reported, may exceed the total inmate population.

***(F) denotes a Felony.

Source: Inmate Statistical Profile
Statistics Unit-Office of Evaluation and Statistics

DEPARTMENT OF CORRECTIONS
STATEMENT OF REVENUES AND EXPENDITURES
BUDGET FUNDS
YEAR ENDED JUNE 30, 1986

FUNDS AVAILABLE	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS AND SUPPORT	"E" DIVISION OF PROBATIONS	TOTAL
REVENUES				
STATE APPROPRIATION				
General Appropriations	$ 25,421,957.00	$ 152,533,089.00	$ 30,790,926.00	$ 208,745,972.00
Amended Appropriations	838,679.00	1,540,499.00	157,800.00	2,536,978.00
Supplementary Appropriation		1,700,000.00		1,700,000.00
Total State Appropriation	$ 26,260,636.00	$ 155,773,588.00	$ 30,948,726.00	$ 212,982,950.00
FEDERAL ASSISTANCE (See Schedule)	$ 18,210.90	$ 629,204.92		$ 647,415.82
OTHER REVENUES RETAINED (See Schedule)	$ 666,417.78	$ 2,776,910.96	$ 4,166,042.55	$ 7,609,371.29
Total Revenues	$ 26,945,264.68	$ 159,179,703.88	$ 35,114,768.55	$ 221,239,737.11
CARRY-OVER FROM PRIOR YEAR				
Transfer from Reserved Fund Balance				
Federal Assistance		$ 81,919.03		$ 81,919.03
Insurance Recoveries		1,707.21		1,707.21
Special Education Contracts		10,299.54		10,299.54
Total Carry-Over from Prior Year		$ 93,925.78		$ 93,925.78
Total Funds Available	$ 26,945,264.68	$ 159,273,629.66	$ 35,114,768.55	$ 221,333,662.89
EXPENDITURES				
PERSONAL SERVICES				
Salaries and Wages	$ 7,683,670.74	$ 81,196,251.00	$ 23,283,952.01	$ 112,163,873.75
Employer's Contributions for:				
F.I.C.A.	525,655.68	5,738,399.05	1,544,203.93	7,808,258.66
Retirement	1,305,706.26	13,967,037.69	4,027,385.43	19,300,129.38
Health Insurance	441,517.65	4,661,252.04	1,338,853.52	6,441,623.21
Personal Liability Insurance	8,450.00	121,425.00	32,125.00	162,000.00
Workers' Compensation Insurance	50,468.00	683,930.00	135,742.00	870,140.00
Assessments by Merit System	38,500.00	565,167.12	149,355.00	753,022.12
	$ 10,053,968.33	$ 106,933,461.90	$ 30,511,616.89	$ 147,499,047.12
REGULAR OPERATING EXPENSES				
Motor Vehicle Expenses	$ 161,164.67	$ 1,039,098.35	$ 165,813.17	$ 1,366,076.19
Supplies and Materials	282,272.80	15,714,935.04	516,470.25	16,513,678.09
Repairs and Maintenance	50,450.25	1,119,287.08	96,409.18	1,266,146.51
Lease/Purchase of Equipment	20,225.24	82,596.36	14,260.05	117,081.65
Rents (Other than Real Estate)	70,803.19	224,674.35	68,725.04	364,202.58
Insurance and Bonding	11,416.00	193,004.00	25,000.00	229,420.00
Claims and Indemnities		5,505.87		5,505.87
Direct Benefits - Medical Care and Public Assistance		6,983.09		6,983.09
Tuition and Scholarships		36,064.75		36,064.75
Other Operating Expenses (See Schedule)	36,613.73	121,321.67	41,743.08	199,678.48
	$ 632,945.88	$ 18,543,470.56	$ 928,420.77	$ 20,104,837.21
TRAVEL	$ 398,561.87	$ 106,591.44	$ 412,366.96	$ 917,520.27
MOTOR VEHICLE EQUIPMENT PURCHASES	$ 841,746.63	$ 1,521,102.30	$ 190,108.13	$ 2,552,957.06
PUBLICATIONS AND PRINTING	$ 89,624.55	$ 94,290.64	$ 80,926.48	$ 264,841.67
EQUIPMENT PURCHASES	$ 198,818.19	$ 3,097,270.11	$ 389,591.70	$ 3,685,680.00
COMPUTER CHARGES				
Supplies and Materials	$ 35,175.85	$ 89.85		$ 35,265.70
Repairs and Maintenance	31,396.35			31,396.35
Lease/Purchase of Equipment	121,653.50			121,653.50
Rents (Other than Real Estate)	400.00			400.00
Other Operating Expenses (See Schedule)	400.00			400.00
Software	75,026.45	132.00		75,158.45
Equipment Purchases	298,003.02	169,152.10	$ 78,111.00	545,266.12
Per Diem and Fees	76,768.72	43,200.00	130,000.00	249,968.72
Contracts	181,298.00			181,298.00
Computer Billings, DOAS	800,008.00			800,008.00
	$ 1,620,129.89	$ 212,573.95	$ 208,111.00	$ 2,040,814.84
REAL ESTATE RENTALS (See Schedule)	$ 1,012,011.48	$ 288,039.40	$ 840,342.24	$ 2,140,393.12
TELECOMMUNICATIONS	$ 286,773.17	$ 1,027,155.12	$ 456,410.03	$ 1,770,338.32
PER DIEM, FEES AND CONTRACTS				
Per Diem and Fees	$ 155,974.21	$ 193,801.14	$ 9,940.12	$ 359,715.47
Contracts	917,394.61	108,225.41	2,752.72	1,028,372.74
	$ 1,073,368.82	$ 302,026.55	$ 12,692.84	$ 1,388,088.21

DEPARTMENT OF CORRECTIONS
STATEMENT OF REVENUES AND EXPENDITURES
BUDGET FUNDS
YEAR ENDED JUNE 30, 1986

EXPENDITURES	"A" DEPARTMENTAL OPERATIONS	"B" CORRECTIONAL INSTITUTIONS, TRANSITIONAL CENTERS AND SUPPORT	"E" DIVISION OF PROBATIONS	TOTAL
CAPITAL OUTLAY				
Other Costs				
Other Operating Expenses (See Schedule)		$ 1,055.63		$ 1,055.63
Per Diem, Fees and Contracts				
Contracts		2,572,944.37	$ 200,800.00	2,773,744.37
		$ 2,574,000.00	$ 200,800.00	$ 2,774,800.00
AUTHORITY LEASE RENTALS				
Georgia Building Authority (Penal)		$ 440,000.00		$ 440,000.00
OTHER				
UTILITIES				
Utilities	$ 50,000.00	$ 6,669,880.99	$ 271,724.81	$ 6,991,605.80
COUNTY SUBSIDY				
Grants to Counties, Cities and Civil Divisions	$ 7,483,665.00			$ 7,483,665.00
COUNTY SUBSIDY FOR JAILS				
Grants to Counties, Cities and Civil Divisions	$ 362,205.50			$ 362,205.50
COURT COSTS				
Per Diem, Fees and Contracts				
Per Diem and Fees	$ 286,888.93			$ 286,888.93
CENTRAL REPAIR FUND				
Other Costs				
Repairs and Maintenance	$ 522,093.64			$ 522,093.64
Rents (Other than Real Estate)	1,393.95			1,393.95
Other Operating Expenses (See Schedule)	52.12			52.12
Equipment Purchases	39,763.44			39,763.44
	$ 563,303.15			$ 563,303.15
GRANTS FOR COUNTY WORKCAMP CONSTRUCTION				
Grants to Counties, Cities and Civil Divisions	$ 588,080.00			$ 588,080.00
GRANTS FOR LOCAL JAILS				
Grants to Counties, Cities and Civil Divisions	$ 498,787.82			$ 498,787.82
PAYMENTS TO GEORGIA CORRECTIONAL INDUSTRIES				
Per Diem, Fees and Contracts				
Contracts	$ 391,700.00			$ 391,700.00
PAYMENTS TO CENTRAL STATE HOSPITAL FOR MEALS				
Per Diem, Fees and Contracts				
Contracts		$ 2,255,093.03		$ 2,255,093.03
PAYMENTS TO CENTRAL STATE HOSPTIAL FOR UTILITIES				
Per Diem, Fees and Contracts				
Contracts		$ 1,147,856.16		$ 1,147,856.16
INMATE RELEASE FUNDS				
Other Costs				
Other Operating Expenses (See Schedule)		$ 954,036.72		$ 954,036.72
HEALTH SERVICE PURCHASES				
Other Costs				
Supplies and Materials		$ 1,933,007.52		$ 1,933,007.52
Direct Benefits - Medical Care and Public Assistance		49,234.53		49,234.53
Per Diem, Fees and Contracts				
Per Diem and Fees		4,790,878.22		4,790,878.22
Contracts		4,552,316.27		4,552,316.27
		$ 11,325,436.54		$ 11,325,436.54
PAYMENTS TO THE MEDICAL ASSOCIATION OF GEORGIA FOR JAIL AND PRISON HEALTH CARE CERTIFICATION				
Per Diem, Fees and Contracts				
Contracts		$ 42,909.00		$ 42,909.00
UNIVERSITY OF GEORGIA - COOPERATIVE EXTENSION SERVICE CONTRACTS				
Per Diem, Fees and Contracts				
Contracts		$ 217,000.00		$ 217,000.00
MINOR CONSTRUCTION FUND				
Other Costs				
Supplies and Materials		$ 773,680.57		$ 773,680.57
Rents (Other than Real Estate)		80.00		80.00
Equipment Purchases		6,299.09		6,299.09
		$ 780,059.66		$ 780,059.66
Total Other	$ 10,224,630.40	$ 23,392,272.10	$ 271,724.81	$ 33,888,627.31
Total Expenditures	$ 26,432,579.21	$ 158,532,254.07	$ 34,503,111.85	$ 219,467,945.13
Excess of Funds Available over Expenditures	512,685.47	741,375.59	611,656.70	1,865,717.76
	$ 26,945,264.68	$ 159,273,629.66	$ 35,114,768.55	$ 221,331,662.89

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